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Sales Management

The Weekly Magazine for Marketing Executives



William Best

Vice-President, General Cigar Company, Inc., New York City

Plus Values in Advertising
—How We Draw Them Out

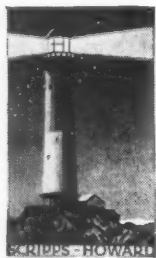
How Timken-Detroit Found a
“Success Formula” for Dealers

Advertisers who SELL known quality.. *now can buy it*

A woman never asks a merchant, "Is this Old Dutch Cleanser as good as that I bought last week?" . . . "Is this O-Cedar Polish the same as the downtown stores sell?" . . . "Will this package of Beech-Nut Bacon taste as good as the package I'm using now?"

Hundreds of items of merchandise are so uniform, so carefully kept to established standards, that their quality is unquestioned. No one investigates. No one compares. But when their makers come to advertise, how many newspapers can deliver circulations that match these products in their uniformity of quality? . . . In their nation-wide distribution of quality? . . . In their national coverage of quick-action quality markets?

To such national advertisers, Scripps-Howard offers an advantage unique in the newspaper world . . . 25 newspapers, covering 25 buying centers, with a nation-wide uniformity of circulation. For SCRIPPS-HOWARD Newspapers have a common honesty of purpose. They are alike in their unquestioned devotion to the best interests of their communities. They are alike in their freedom from dictation and outside control, in their completeness of resources, in their quick and brilliant coverage of news. Naturally, they are alike in the quality of circulation, automatically selected, which each delivers to the advertiser . . . *Circulations whose values are as known, as uniform, as unvarying as the values in the national advertiser's own package.*



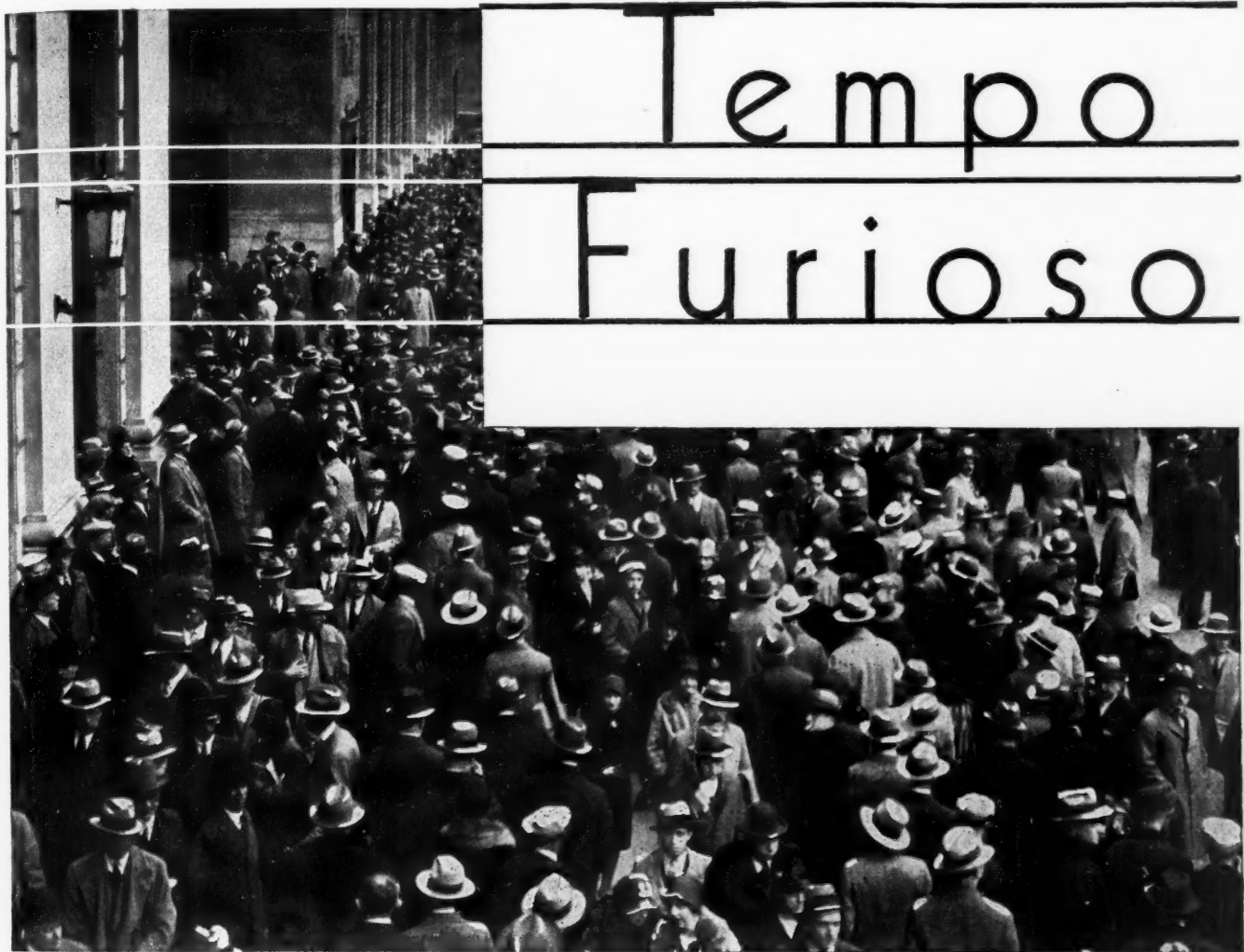
NEW YORK *Telegram* SAN FRANCISCO . . . *News* BUFFALO *Times* COLUMBUS . . . *Citizen* HOUSTON *Press* KNOXVILLE *News-Sentinel*
CLEVELAND . . . *Press* WASHINGTON . . . *News* INDIANAPOLIS . . . *Times* AKRON . . . *Times-Press* YOUNGSTOWN *Telegram* EL PASO *Post*
BALTIMORE . . . *Post* CINCINNATI *Post* DENVER *Rocky Mt. News* BIRMINGHAM . . . *Post* FORT WORTH . . . *Press* SAN DIEGO *Sun*
PITTSBURGH . . . *Press* COVINGTON *Kentucky Post* TOLEDO *News-Bee* MEMPHIS *Press-Scimitar* OKLAHOMA CITY *News* EVANSVILLE . . . *Press*
—Kentucky Edition of Cincinnati Post ALBUQUERQUE *New Mexico State Tribune*

SCRIPPS · HOWARD

NEWSPAPERS

MEMBERS OF THE AUDIT BUREAU OF CIRCULATIONS . . .
OF THE UNITED PRESS AND OF MEDIA RECORDS, INC.

NATIONAL ADVERTISING DEPT., John E. Finneran, DIRECTOR, 230 PARK AVE., NEW YORK, CHICAGO, SAN FRANCISCO, DETROIT, LOS ANGELES, ATLANTA, PHILADELPHIA, BUFFALO, DALLAS



Tempo Furioso

AS PLAYED AT THE CROSSROADS OF THE WORLD

Riveters and Rachmaninoff — subways and Stokowski — the roar and rumble of New York is a chord of many notes. Concerts, cacophony — confusion. But to the ears of buyers and sellers of merchandise there is no music more pleasing than the tinkle of a cash register. And seven days a week, from the smallest neighborhood grocers' to the largest city department store, a dominant part of this profitable bell-ringing is played by the more than a million families that buy and read the Sunday New York American. This is a market you should be reaching.

• NEW YORK AMERICAN •
AS NEW AND AS NEWSY AS NEW YORK ITSELF

PAUL BLOCK, INC.
National Advertising Representative

New York

Boston

Chicago

Philadelphia

Detroit

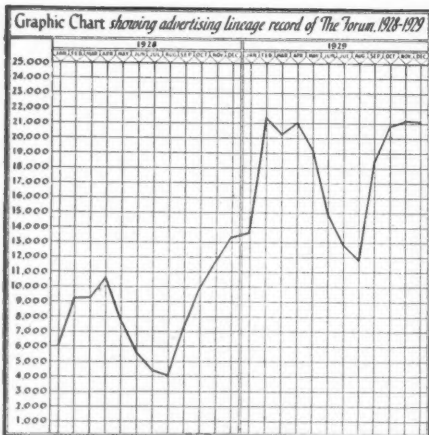
San Francisco

Published every Saturday and copyrighted by SALES MANAGEMENT, INC., 420 Lexington Ave., New York, N. Y. Subscription price, \$4.00 a year in advance. Entered as second-class matter June 1, 1928, at the Post Office at New York, N. Y., under the Act of March 3, 1879. Volume XXI. No. 3.

NO DOUBT WHATEVER

No doubt whatever that
the FORUM is tak-
ing a prominent place
among American quality
advertising mediums.

The chart below
shows the advertising
lineage record of the
FORUM, 1928, 1929.



FORUM

Edited by

HENRY GODDARD LEACH

441 Lexington Avenue, New York City

Survey of Surveys

BY WALTER MANN

Lucky Louisville—"Center of American Markets"

Quietly, convincingly handsome, is the sixty-page brochure, "Louisville—Center of American Markets," put out by the Louisville Industrial Foundation, Inc., 503 Columbia Building, Louisville, Kentucky.

Though the copyright mark shows it to have been prepared in 1928, it came across a friend's desk just the other day and this friend saved it for the column, as an illustration of just how good a piece of statistical sales literature can be. It has that clean-cut, incisive yet dignified appearance which the proper choice of words and type arrangement can sometimes give to even the dullest of stories.

Not that the Louisville story is dull—far from it. Basing its theme on the interest in central plant location, it offers the possibility of lowered distribution costs on many types of products which are produced from raw materials available nearby.

Louisville, it shows, is exceptionally located—within a night's ride of Chicago, Pittsburgh, Asheville, Atlanta (which is difficult to conceive until pointed out on the map), Memphis, St. Louis, etc. It is eighty miles southeast of the center of population of the United States (an indirect boost, by the way, for Indianapolis, which is about a hundred miles northwest of Louisville).

It increased from 223,928 in 1910 to 329,400 in 1928. Its population is 97.3 per cent native born; 15.2 per cent of this number were negroes—but this is, the book states, the lowest percentage of any large city south of the Ohio River. It has grown industrially to a marked degree during the period in question.

It has 5,000 or more workers employed in seven major Census of Manufactures groups: i.e. iron and steel; railroad repair shops; food and kindred products; textiles and textile products; chemicals and allied products; tobacco products and lumber and lumber products.

It has more than 1,000 workers employed in the following groups: stone, clay and glass products; machinery (not including transportation equipment); transportation equipment (air, land and water) and paper and printing.

Here, now, are some interesting facts on concentration of population. Over 47 per cent of the population of the United States (east of the Rockies) and 40 per cent of the cities of 100,000 and over are within the 500-mile radius of Louisville. This virtually makes a unit like New England and the North Atlantic Coast country out of this 500-mile area. Especially so since nine railroads fan out from this point in all directions. With the trend toward more economical sales and distribution effort these two areas* should get a great deal of attention from the farsighted manufacturer, especially since this area contains 41.5 per cent of the taxable incomes, 42.5 per cent of the industries and 48 per

cent of the native-born whites east of the Rockies (and the Coast certainly regards itself as a similar and separate unit).

The book then goes into the manufacturing economies possible in Louisville; labor conditions, living conditions, climate, health, available power, power rates, available water facilities, available fuel, warehouse facilities, taxation, town and state government attitude,—and thus into available raw materials. Finally it describes the financial, social, civic and religious status of this very central city.

Although it doesn't bristle with tables—and some of its statistics are obviously chosen in a way that will show up well for Louisville (Indianapolis, Cincinnati, Cleveland, St. Louis, Detroit, Chicago, Milwaukee, etc., would all be hard to laugh off on the same basis)—it is well worth studying if your business will permit a plant location to cover this section of the country.

Thumbnail Reviews

The Five-Day Week in Manufacturing Industries. A study of the five-day week based upon the school of economic thought and upon objectively analyzed evidence. National Industrial Conference Board, 247 Park Ave., New York. 65 pages. (\$1.50.)

A Picture of World Economic Conditions in the Summer of 1929. An analysis of the condition of industry and trade in twenty-two foreign countries and the United States. National Industrial Conference Board, 247 Park Ave., New York. 309 pages. (\$2.50.)

Economics of Fashion, by Paul H. Nystrom. Some of the subjects considered are (1) the bearing of fashion upon the problems of the modern retailer, (2) the newly created position of the stylist, (3) the fashion cycle, (4) the psychology of fashion, (5) size standardization, (6) the development of fashion. Ronald Press, New York. 521 pages. (\$6.00.)

Survey of Radio Trade. A survey of the radio trade in eleven important cities—issues of December 21 and December 28, *Dun's Review*, R. G. Dun & Co., 290 Broadway, New York. 10 cents per copy. (\$3.00 per year.)

November Totals for National Magazine Advertising. An analysis of national magazine advertising in twenty-three industries and twenty-one publication groups, December 10 issue of *Trends and Indications*. Dorrance, Sullivan & Co., Inc., 130 West 42nd St., New York. (Free.)

Retail Radio Sales. A tabulation made from reports of 6,031 radio dealers based on a survey made by U. S. Department of Commerce. The tabulation shows city population groups, percentage business of total in each group, number of battery sets and A-C sets sold in each group, volume of business in dollars, average sales per dealer and value of average sets sold. Dec.

(Continued on page 131)

*North Atlantic area centering in New York and South Central area centering in Louisville.

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Saturday

Sales Management

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© David Berns

WALTER MANN, who for almost a year has been editing the "Survey of Surveys," an exclusive weekly feature of SALES MANAGEMENT, is one of our *Entrepreneur Editors*, owning and conducting his own business in the field about which he writes.

SALES MANAGEMENT is the only magazine in the field of sales and advertising for which Mr. Mann is writing. Valuable market surveys are reviewed in Mr. Mann's column immediately after publication. Augmenting his reviews, Mr. Mann lists in short thumbnail studies a majority of the surveys available. This feature is original to SALES MANAGEMENT and is unduplicated in any other magazine.

Mr. Mann is peculiarly fitted to edit the "Survey of Surveys" through the five major fields of marketing in which he has gathered his experience. He began his career selling merchandise on the road, gravitating from selling into an intensive study of dealer helps. Thence he went into publishing, later becoming an executive in an important advertising agency. Before opening his own business, he acted as research director for the Association of National Advertisers.

As a member of the Market Research Council of New York, and as fact-finder and interpreter for numerous prominent manufacturers and publishers, Mr. Mann is making a valuable contribution to the field of marketing research.

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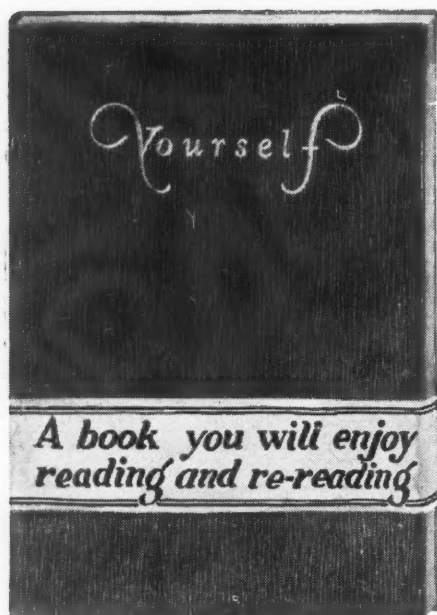
RAYMOND BILL, President; PHILIP SALISBURY, Vice President and Director of Advertising; J. F. WEINTZ, C. E. LOVEJOY, Vice Presidents; M. V. REED, Eastern Advertising Manager; FREDERICK FRANKLIN, Promotion Manager; R. E. SMALLWOOD, Circulation Manager; G. D. YOUNG, London Manager. Published by SALES MANAGEMENT, INC., 420 Lexington Avenue, New York; Chicago Office, 333 North Michigan Avenue; London Office, 33 Chancery Lane, W. C. 2.



Where's the Salesmanager Who Doesn't Consider "Factors"?

—and the line of easiest progress is where the money is. Then consider this: Tax collections in Jacksonville for the first month have broken all records for the similar period in the history of the tax collector's office. Your 1930 advertising schedule should reach into this ready-money market through "Florida's Foremost Newspaper"—

The Florida Times-Union JACKSONVILLE
FLORIDA



By DAVID H. COLCORD

Author of "The Human Cost of Living," "How Do You Feel About It," "Bigger Returns from Sales Literature," "How to Sell by Telephone," "The Crucial Week for the Green Employee." Formerly Editorial Director of Dartnell Corporation. President of David H. Colcord, Inc., Advertising Agents.

"Greatest Book of the Year" ♦

—and I consider it better than "The Message to Garcia," says one nationally known sales executive. "Yourself" is well named—it is dynamite for any man or woman who feels themselves getting into a rut."—E. C. Opie, The American Crayon Company.

"I read it this morning. Please send me 800 copies."—Chicago Portrait Company.

"Want to distribute it to entire sales force at our January Convention."—Cutex Company.

"Send us another 50 to supply additional requests and for our dealer friends."—Stationers Loose Leaf Company.

Prized by Elevator Boy, Chief Executive—and Your Wife

"Found our elevator boy reading it this morning," writes one reader.

"Send two more copies for my wife," another.

"Should be distributed to every boy and girl in every high school and college," President Hudson, Blackburne College.

"The most inspirational business book I have ever read," writes Maytag Intermountain Company.

The popularity of this remarkable book is attested by the fact that less than one per cent of copies sent on approval are returned. It is beautifully bound, printed on heavy deckle edge paper—the type of book that ornaments a library table or desk. An ideal birthday gift to salesmen or friends. Any man who reads it is compelled to take a renewed interest in his job—and in life.

SEND NO MONEY

Everyone is talking about "Yourself." You ought to read it. You can without any expense. Just mail the coupon—we will send it on Ten Days' FREE approval. You can return the book within 10 days and no obligation. Price \$1.80 plus postage for single copy. Quantity prices either on DeLuxe or inexpensive paper edition sent on request.

JUST MAIL COUPON

HASKELL & OBERLIN COMPANY, Publishers,
954 Adams-Franklin Bldg., Chicago, Ill.

Yes, send "Yourself" on ten days' FREE approval. Will pay \$1.80 plus postage if I keep it.

Firm Name

Your Name

Address

City State

Tips

These most valuable booklets of the week will be sent free to executive readers who make a separate request for each one on their business letterheads. Booklets will be mailed by the companies which publish them.

Address SALES MANAGEMENT, Inc., Reader's Service Bureau, 420 Lexington Avenue, New York.

Markets and Media

The Rich Markets of Northeastern Ohio. The Cleveland Press has drawn upon a dozen sources to show the boundaries of "the Cleveland market." There can be no disagreement about the richness of northeastern Ohio, although the exact boundaries may be controversial. Besides the factual information about Cleveland and its market, there is a page or more devoted to a brief but comprehensive survey of each of the other important markets of northeastern Ohio. The Cleveland Press issues this valuable booklet.

Radio as an Advertising Medium. The Policyholders' Service Bureau of the Metropolitan Life Insurance Company, to whom we are indebted for so many of our best "Tips," has just finished a survey of radio advertising. This booklet presents their findings in connection with the present and potential status of commercial broadcasting, assembled from the experience and opinions of national advertisers, broadcasting companies and advertising agencies.

1928 Business Paper Advertising Placed by Advertising Agencies. The Associated Business Papers, Inc., have compiled a group of facts in connection with their activities which are significant to all factors in the advertising world. Gives the number of pages placed in Associated Business Papers by agencies in 1926, 1927 and 1928, lists the A. B. P. publications, outlines the A. B. P. Standards of Practice, and draws some interesting conclusions from a simple analysis of the growth and trends in their field.

Industrial Service

1930 Sales and Profits. As a part of their comprehensive industrial service, Bigelow, Kent, Willard & Company, Inc., issue a monthly check-up on business. Their January report gives a terse summary of business possibilities for the first half of the current year.

Direct Mail

How to Use Strathmore Town Direct Mail Suggestions. The latest Strathmore mailing is a model of practicality combined with beauty. It is designed to show advertisers how they may adapt the Strathmore conceptions to their own purposes. One pocket of the folder contains printed pieces of various colors, papers, layouts and sizes, and another takes up each of these suggestions and demonstrates how they may be varied and converted into any number of uses.

Photo Engraving

The Art of Photo Engraving. The advertiser who is interested in turning out superlative examples of modern advertising will find in this book a wealth of information on the details of workmanship upon which depends so much of the ultimate effectiveness of a campaign. The American Photo Engravers' Association may be proud of this sixty-three-page book, superbly illustrated on a background of handsome coated paper, in which each step in the technique of photo engraving is described and illustrated. It is full of practical hints on how to handle copy and photographs, photo engraving trade customs, terms and words.

Typography

Metropolis. The Continental Typefounders Association have imported a new type series designed to achieve the effect of hand-lettering. Metropolis Bold possesses an unusual quality of vigor combined with grace, while the tall, ascending lower-case characters of the Light lend distinction to any page. When used together the effect is a happy one of contrast and emphasis.

Prize Contests

Stimulating Sales Successfully. An excellent catalogue of high-grade merchandise prizes obtainable at wholesale prices for use in sales contests. The Marshall Pierce Company offers to assist in drawing up contest plans.

Significant News

• • • Christmas holiday trade sales in the department stores of the whole country in 1929 were only 2 per cent less than in 1928, if we accept as a measure of them the December preliminary report of the Federal Reserve Bank, which compiles returns from 478 stores in the leading cities. In two districts—New York and Richmond—there were gains and 113 of the stores did a larger business than in the year before. As December, 1929, had one less Saturday than December, 1928, and as many Western cities suffered from exceptionally severe snowstorms last month, this showing is regarded as decidedly favorable, all things considered.

• • • Travel by air is rapidly losing all price distinction, the Transcontinental Air Transport, which operates in conjunction with the Pennsylvania and Santa Fe railroads, having cut its forty-eight-hour coast-to-coast rate to \$159.92. This is less than half the original fare of about \$350 established at the opening of the service last July and a reduction of \$108.51 from the recent rate. It is less than the railroad rate, which, including Pullman service and extra-fare trains, for a ninety-hour trip is \$162.02. Similar cuts have been made by Universal Aviation, the Southern Air Express and the Western Air Express. These reductions are expected to popularize air travel. In the first six months of the T. A. T. service 4,346 persons were carried, not enough by any means to pay for the service.

• • • Losses in construction contracts in thirty-seven states last year were due mainly to falling off in residential building, according to F. W. Dodge reports. For commercial and industrial purposes contracts reached \$1,689,200,800, 11 per cent more than in 1928. Public and institutional building totaling \$901,020,200 was down 8 per cent, while residential building aggregating \$1,915,727,500 declined 31 per cent. Total contracts called for expenditures of \$5,754,290,500, a decrease of 13 per cent. Dodge estimates total building in 1929 at \$7,810,000,000 and expects a total of \$8,648,000,000 in 1930.

• • • Explaining the break in the coffee market, which is having a sharp repercussion in our retail trade, the Department of Commerce publishes a special report on conditions in Latin America. It transpires that the 1928 Brazil coffee crop amounted to 28,000,000 bags, instead of 6,000,000 bags less, as originally reported. To make matters worse, other coffee-producing countries, stimulated by the valorization pegging of prices, raised their output from the pre-war level of 6,000,000 to 9,000,000 bags, making a total excess over world consumption of 15,000,000 bags. Chain store coffee prices in this country have reached the level of 1914 and threaten to go lower.

• • • Of decided significance is the news this week that Gillette Safety Razor has appropriated \$2,500,000 for advertising its new razor models and blades outside the United States, in addition to the \$7,500,000 it is to spend for domestic advertising. The complexity as well

as the magnitude of the job of telling the peoples of the world about the improved shaving facilities is indicated by the statement that the announcement will appear in 2,696 different languages and dialects. In the babel of tongues big business finds no obstacle to the sweep of its reach for consumer markets.

• • • Reynolds Tobacco earnings in 1929 amounted to \$32,210,521, a gain of more than two million over the earnings of 1928—twice as much as the gain in 1928 over 1927. This reflects mainly the increase in the wholesale price of cigarettes from \$6 to \$6.40 a thousand.

• • • Liggett's action this week in restoring the retail price of cigarettes to fifteen cents a package may presage an end of the price war. But as Liggett had nothing to do with starting the trouble, which had its origin in far-reaching merger efforts, no such inference is yet warranted. Until United Cigar Stores show their hand the situation will remain uncertain. Liggett meanwhile prefers to do business at a profit.

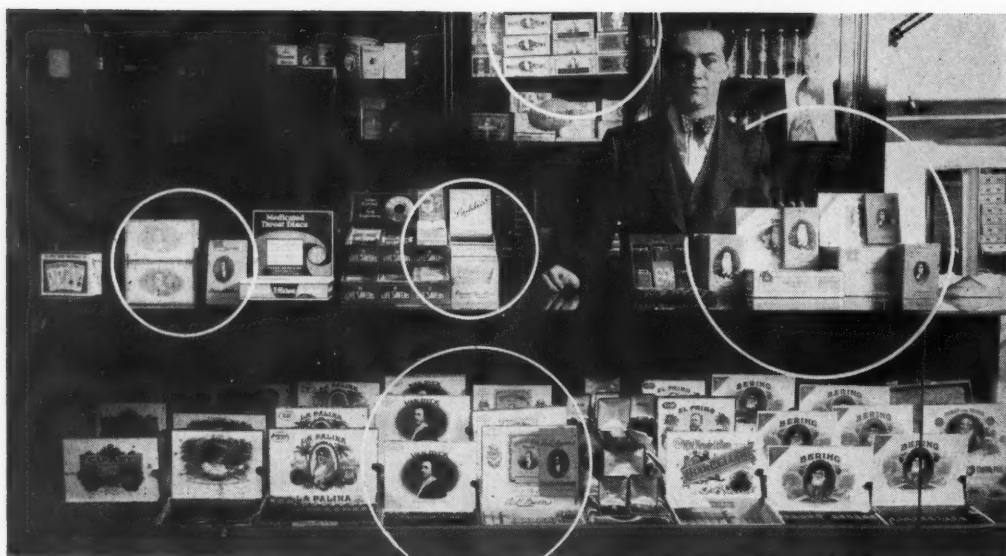
• • • Sales at the New York automobile show have not yet been compiled, but exhibitors' statements indicate that total volume exceeded estimates and induced waverers to go into shows that are to be held in other parts of the country. Low-priced cars were disposed of in gratifying number. Medium-priced car sales are believed to have exceeded those in last year's show by as much as 15 per cent for several makes. Concerning sales of high-priced cars there is no definite information.

• • • Sales of forty-eight chains in the year ended December 31, 1929, amounted to \$2,901,000,000, according to a Wall Street compilation, which omits the Great Atlantic & Pacific Tea Co. A more representative list of the most active chains would show that fifty had a volume last year of no less than four billion dollars, a gain over 1928 of close to 24 per cent.

• • • That all chains are not in happy circumstances, however, is disclosed by the revised income statement put out by the new owners of the United Cigar Stores. Omitting everything pertaining to differences in accountancy, it appears that gross sales of \$82,644,432 in 1928 yielded a profit before Federal taxes of only \$379,981, and that merchandising operations up to October 31 last year were highly unprofitable.

• • • Japan's return to the gold basis this week is an event of historic importance which is of peculiar interest to American business in view of the fact, not generally realized, that the United States is Japan's best customer and that Japan takes more goods from us than from any other country.

• • • Increase of United States Steel unfilled orders reported for December 31 amounted to 4,417,193 tons, the largest amount since the preceding April. The automotive industry and the railroads were credited with most of the buying.



BY
WILLIAM
BEST

*Vice-President, General
Cigar Company, Inc., New
York City*

Plus Values in Advertising— How We Draw Them Out

General Cigar, like dozens of other companies investing large sums in advertising, was confronted with the problem of finding a way to get thousands of retail dealers to merchandise the product at the point of sale so as to insure maximum returns from the advertising effort. Their plan for accomplishing this objective is explained here by the vice-president of the company.

TWO major selling factors loom up in considering the progress our company has made during the last few years. According to our studies of distribution, it is apparent that these factors can and should be applied to the merchandising of a great many advertising lines and specialties offered by retail stores; but, strange to say, it seems that their value and effectiveness are seldom realized.

The first is concerned with the work of our salesmen, with planning, recording and auditing all selling effort in a manner that assures full cooperation from the men in following every detail of our merchandising plans. The second factor deals with the control of a vital activity of distribution, the retailer's methods of merchandising—the final contact of our goods with the consumer.

Sometimes the success of our company is referred to as a triumph of the simplification movement, and the fact

is emphasized that we eliminated all but five of our 152 brands of cigars. Advertising, also, is frequently given credit for our annual increases in volume and profits in an industry that has been practically static for about ten years. It is true that we apparently sacrificed many well-known brands of cigars, the volume of which totaled more than 100,000,000 a year in preparing our line for intensive national distribution. Furthermore, our advertising appropriation has grown steadily from \$62,000 in 1916 to the largest annual expenditure ever applied to the advertising of cigars. But we are convinced that we would have made comparatively little headway if we had depended on simplification and advertising without a realization that the value of both influences is largely determined by foresighted management, and with particular stress on the two factors mentioned.

In eliminating so many of the

brands that accumulated as we took over plants of numerous manufacturers and large distributors in various parts of the country, our controlling idea was to establish only one brand of cigars in each of the best-selling classes. Naturally, we have had many adjustments to make in our relations with distributors in overcoming the demand for eliminated brands that formerly enjoyed large local sales. It has been necessary for us to establish sixteen parent distributing houses with a large number of sub-stations; but we prefer to place our distribution in the hands of established wholesalers who will give us the cooperation we have found necessary for satisfactory distribution. Like a number of other large producers, we have established our own wholesale distributing organizations only in territories where we could not procure the kind of service our business demanded.

With a majority of the cigar re-

For many manufacturers selling through retail outlets, the half-hearted merchandising effort of the dealer is the neck of the sales bottle. General Cigar has developed a systematic plan for getting counter and window displays that really works.



tailers of the country solicited by our salesmen, our problem was to secure from simplification, advertising and other selling influences all possible favorable results. Our selling proposition was to place our goods in the greatest number of retail outlets, and then to develop every outlet to the point where it fully supplied its share of the demand created by our advertising. And our experience in developing our system of selling over a period of more than fifteen years strongly indicates that the two factors of management are the most important of our merchandising activities.

The development of individual retail accounts necessitates a record of some kind that will give the rate of progress and indicate the most effective methods. A salesman cannot be expected to remember all of the details of the histories of his customers, although his sales in nearly all instances depend on his knowledge of the details. Furthermore, in a business such as ours, every salesman does many important things besides taking orders, and his sales do not always immediately reflect his value to the house.

Therefore, we consider that our success is largely due to the careful recording and auditing of the work of every salesman on our forces, in a manner that presents the significant facts of the development of every retail account.

Each salesman has a record book containing the name, address and other data of every account and prospect in his territory. In this book he keeps an accurate record of the brands carried by every account, changes in brands, how cigars are displayed, and so on.

The book is really a running inventory of every salesman's activities. It

requires little time to keep up, for it is designed in the simplest form possible, and the cost of keeping it is a very slight fraction of its value. It not only gives the salesman everything necessary for him to know about an account before making a call, but it is our most important element in winning the cooperation of our men.

At regular and frequent intervals branch managers or supervisors go over these record books with their salesmen and make as careful audits of them as our accountants make of our financial affairs. If a salesman is overlooking any important detail of his work, it is pointed out to him from his own record. If his percentages of sales on certain brands are below the average, both the fact and the cause are readily determined. And in practically every phase of sales management the record prevents arguments, alibis, misunderstandings and carelessness, besides enabling managers to know their men better.

Getting Display Space

In operating any such system I think it is important to convince all salesmen that the record is in no sense a means of checking them up, perhaps unfairly. They should understand that the record is designed as an aid to them, an important tool of their merchandising, and that they can sell more goods and make more money for themselves by keeping the record accurately and completely.

With the great many commodities sold at a comparatively small price, store, window and counter displays have a prompt and worthwhile effect on the sale of cigars. This is an important phase of our merchandising and one in which we make it profitable for the dealer to cooperate. To secure certain advantages, the dealer agrees to give

our goods featured positions in his store, cases and windows and the route book record is indispensable in keeping a check on his cooperation.

In reducing the time of calls the record is useful. Before every call the salesman knows just how the account stands, what is necessary for its improvement, what to say and do to bring about the desired result. Without the record he would have to rely on his memory and, according to our experience, would frequently overlook important details of his work.

We find that sales drives on individual brands are resultful in gaining complete distribution and in keeping our goods featured in the stores, and in this work we find the record decidedly helpful. For instance, we recently had a special drive to improve the position of our White Owl Cigar in every store. In each case the record of the account gave the salesman a correct idea of the dealer's attitude in regard to the brand. Before he called, the salesman knew what to expect in the way of resistance, if any, and prepared himself to overcome it. He knew just what the dealer had accomplished with the brand, if he handled it, and was equipped to give his sales talk the greatest possible appeal and force.

Another reason for the record is our system of giving dealers discounts according to the degree of their cooperation in merchandising our goods. On the purchase of certain quantities we grant certain discounts for specified displays. For example, if a dealer buys 300 cigars at one delivery and displays Wm. Penns and White Owls on top of his case and one or more sizes of Robt. Burns inside, we give him a special display allowance of 2 per cent. And we make similar prop-

(Continued on page 139)

How to Find the Best Method

BY

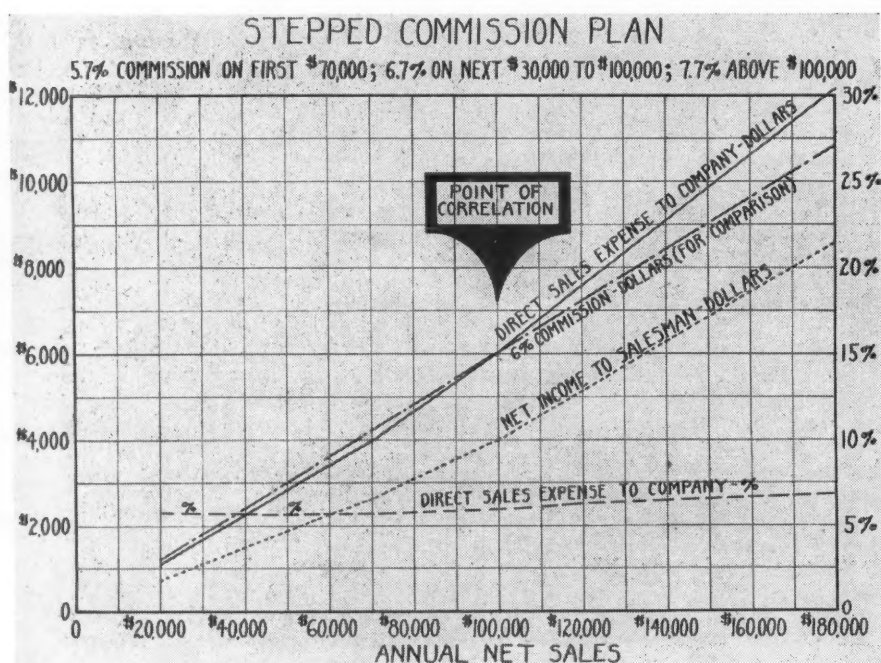
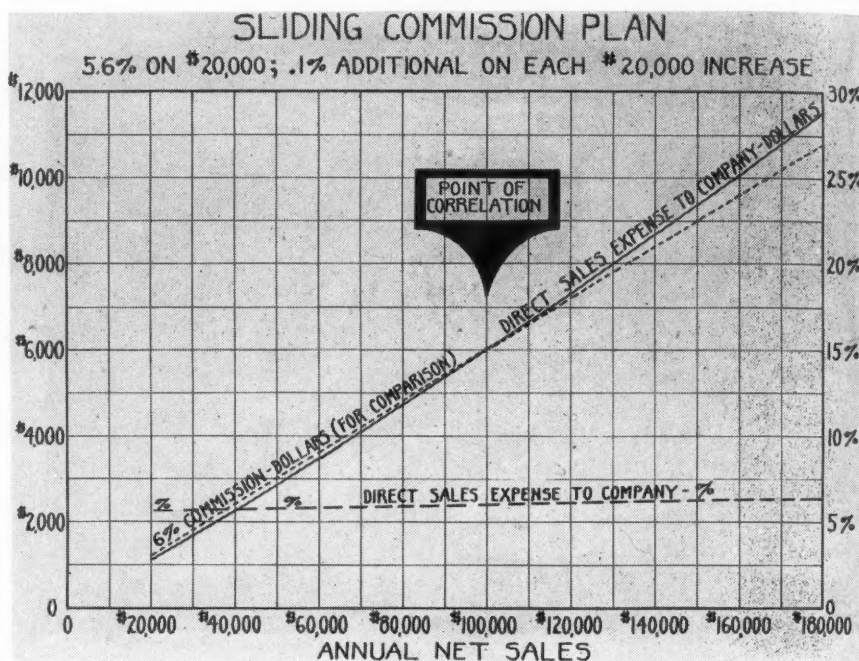
LINCOLN LOTHROP*

Secretary and Director of Merchandising, Bigelow, Kent, Willard & Company, Inc., Boston

VARIOUS plans of compensating salesmen, falling into seven general groups, were reviewed in the first article in this series. These general groups included salary plans, commission plans, profit-sharing plans, bonus plans, budget quota, task or point bonus plans, bonus based on costs or expenses and miscellaneous plans. The straight commission plan, its methods, advantages and disadvantages was also covered in the first article.

Sliding commission, stepped com-

* This is the second of three articles by Mr. Lothrop, dealing with various plans for compensating salesmen. The first appeared in the December 14 issue of SALES MANAGEMENT.



mission, salary and traveling expenses and salary, traveling expense and commission plans are considered in this article.

Sliding Commission Plan

In the chart on this page is shown the development of the sliding commission plan, with table accompanying.

The salesman is assumed to receive 5.6 per cent on \$20,000 net sales, with 0.1 per cent additional for each \$20,000 increase. The salesman pays traveling expenses out of his commissions.

On the assumed basis, where straight commission and sliding commission are equal at \$100,000 net sales, the sliding commission curve is slightly lower for lower volumes and slightly higher in the higher ranges.

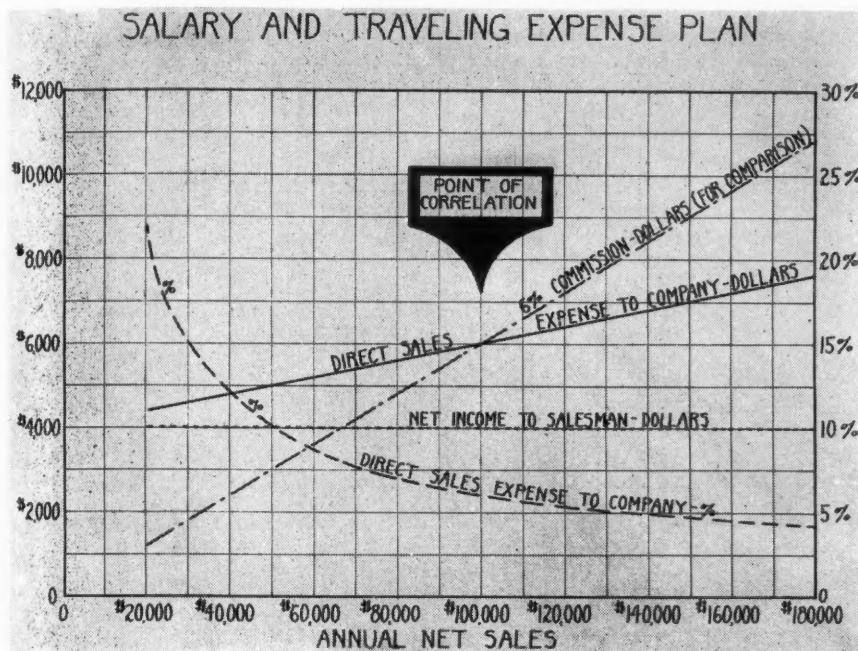
The advantages of the sliding commission plan are:

Sliding Commission Plan

5.6% on \$20,000; 1% Additional for Each \$20,000 Increase

	BASIS								
Net Sales	\$20,000	\$40,000	\$60,000	\$80,000	\$100,000	\$120,000	\$140,000	\$160,000	\$180,000
Rate of Commission	5.6%	5.7%	5.8%	5.9%	6%	6.1%	6.2%	6.3%	6.4%
Dollars Commission Paid	1,120	2,280	3,480	4,720	6,000	7,320	8,680	10,080	11,520
Travel Expense 2%	400	800	1,200	1,600	2,000	2,400	2,800	3,200	3,600
Net Income to Salesman	720	1,480	2,280	3,120	4,000	4,920	5,880	6,880	7,920
Total Direct Cost to Company	5.6%	5.7%	5.8%	5.9%	6%	6.1%	6.2%	6.3%	6.4%

d for Paying Your Salesmen



next \$30,000; and 7.7 per cent on sales above \$100,000. The salesman pays traveling expenses out of his commission. When, at \$100,000 net sales, straight commission and stepped commission pay an equal amount to the salesman, the curve below \$100,000 is the same as for sliding commission; but above \$100,000 it is higher.

The advantages of the stepped commission plan are: Same as for sliding commission.

The disadvantages of the stepped commission plan are: Same as for sliding commission.

Salary and Traveling Expense Plan

Graphically and tabled, the development of the salary and traveling expense plan is dealt with on this page and the one following.

The salesman is in business for himself.

The sales cost is low for low volume of sales.

Unprofitable salesmen eliminate themselves.

Salesmen work towards fixed goals, with a constant incentive towards the higher ranges.

The disadvantages of the sliding commission plan are:

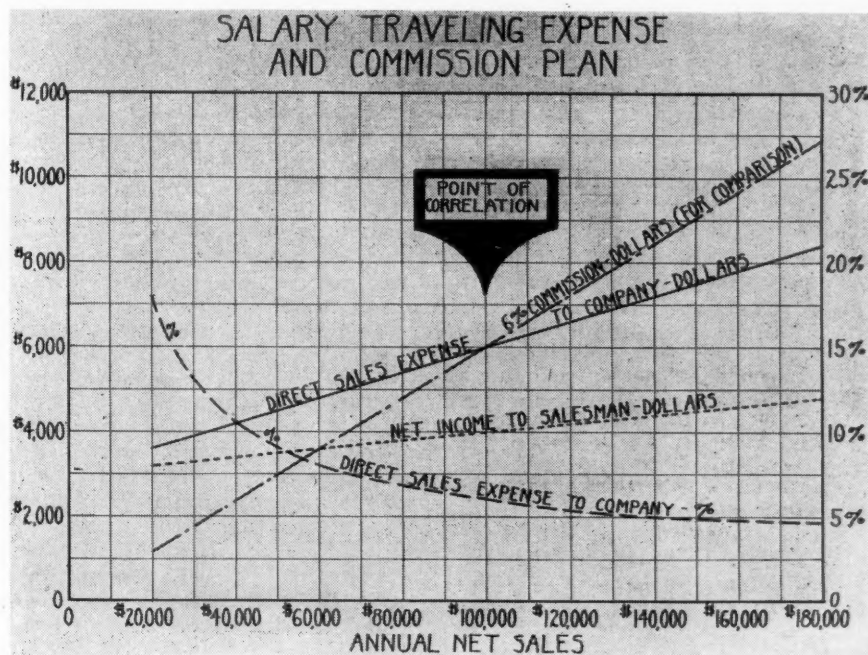
Same as for straight commission.

Records are somewhat more complicated than for straight commission.

Stepped Commission Plan

The chart and table (page 108) also show the development of the stepped commission plan in graphic and in tabular form.

The basis assumed is that the salesman receives 5.7 per cent for all sales up to \$70,000; 6.7 per cent on the



Salary, Traveling Expense and Commission Plan

Salary \$3,000; Commission 1% of Net Sales; Travel Expense 2% of Net Sales

	BASIS								
Net Sales	\$20,000	\$40,000	\$60,000	\$80,000	\$100,000	\$120,000	\$140,000	\$160,000	\$180,000
Salary	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Commission 1%	200	400	600	800	1,000	1,200	1,400	1,600	1,800
Traveling Expense 2%	400	800	1,200	1,600	2,000	2,400	2,800	3,200	3,600
Total Direct Sales Expense	3,600	4,200	4,800	5,400	6,000	6,600	7,200	7,800	8,400
Net Income to Salesman	3,200	3,400	3,600	3,800	4,000	4,200	4,400	4,600	4,800
Direct Sales Expense to Company	18%	10.5%	8%	6.75%	6%	5.5%	5.14%	4.88%	4.67%

Salary and Traveling Expense Plan

	BASIS								
Total Net Sales.....	\$20,000	\$40,000	\$60,000	\$80,000	\$100,000	\$120,000	\$140,000	\$160,000	\$180,000
Salary	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Traveling Expense 2% ..	400	800	1,200	1,600	2,000	2,400	2,800	3,200	3,600
Total Direct Expense....	4,400	4,800	5,200	5,600	6,000	6,400	6,800	7,200	7,600
Net Income to Salesman..	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Direct Sales Expense to Company	22%	12%	8.7%	7%	6%	5.3%	4.9%	4.5%	4.2%

Method of Calculating Salesmen's Compensation by the Stepped Commission Plan

5.7% on First \$70,000; 6.7% on Next \$30,000 to \$100,000; 7.7% Above \$100,000

	BASIS										
Net Sales	\$60,000	\$70,000	\$80,000	\$90,000	\$100,000	\$110,000	\$120,000	\$130,000	\$140,000	\$160,000	\$180,000
Rate of Commission	5.7%	5.7%	5.7-6.7%	5.7-6.7%	5.7-6.7%	5.7-6.7-7.7%	5.7-6.7-7.7%	5.7-6.7-7.7%	5.7-6.7-7.7%	5.7-6.7-7.7%	5.7-6.7-7.7%
Dollars Commission Paid:											
First Increment	3,420	3,990	3,990	3,990	3,990	3,990	3,990	3,990	3,990	3,990	3,990
Second Increment			670	1,340	2,010	2,010	2,010	2,010	2,010	2,010	2,010
Third Increment						770	1,540	2,310	3,080	4,620	6,160
Total Commission	3,420	3,990	4,660	5,330	6,000	6,770	7,540	8,310	9,080	10,620	12,160
Travel Expenses 2%	1,200	1,400	1,600	1,800	2,000	2,200	2,400	2,600	2,800	3,200	3,600
Net Income to Salesman.....	2,220	2,590	3,060	3,530	4,000	4,570	5,140	5,710	6,280	7,420	8,560
Total Direct Cost to Company....	5.7%	5.7%	5.8%	5.0%	6%	6.1%	6.3%	6.4%	6.5%	6.6%	6.8%

It is obvious that, if the company is to assume the direction of the salesman's movements, it is only fair that the company should also bear the expense of these directed movements. For this reason, among others, many organizations have definitely decided to pay all traveling expenses, and today there is a definite trend towards this policy.

The basis assumed is that the salesman receives an annual salary of \$4,000, regardless of the volume of sales, and the traveling expenses are taken arbitrarily as 2 per cent of net sales.

The advantages of the salary and traveling expense plan are:

Fulllest control of the salesman's movements.

Promotional and missionary work easily accomplished.

Salesmen, having assured income without salary worries, are free to devote entire attention to their work.

Salesmen are more settled and less likely to change employers.

The disadvantages of the salary and traveling expense plan are:

No incentive for increased effort. (To some extent this is compensated for by promotion. Often discharge of low producers is necessary as an example to others).

Salary expense cannot be adjusted to volume of business or to profits.

Continual annoyance to the company regarding salary increases.

When business is slack, reduction of salaries is accomplished with difficulty.

Older men frequently receive salary increases beyond their economic worth.

Usually discharge is necessary rather than salary reduction.

Difficulty of controlling proportion of high and low profit sales.

Salary, Traveling Expense and Commission Plan

Nearly all the varying methods of sales compensation have developed

from an endeavor to combine the advantages of commission and salary forms of payment, while eliminating as many disadvantages as possible. A combination of salary and commission embodies some of the merits of the two. The development of this plan is shown in graph and table on page 107.

The salary paid is \$3,000, regardless of the volume of sales; commission paid is 1 per cent of net sales; and, as before, traveling expense is taken arbitrarily as 2 per cent of net sales.

The advantage of the salary, traveling expense and commission plan are:

The author of this series of articles on compensating salesmen has had wide experience in the planning and execution of advertising and merchandising plans for leading concerns in a variety of fields.

As director of merchandising for Bigelow, Kent, Willard & Company, Inc., he has served such accounts as American Seating Company, The Borden Company, E. J. Brach and Sons, Duluth Show Case Company, Everwear Hosiery Company, Ipswich Mills, Wadhams Oil Company and Waterbury Clock Company.

Readers are urged to clip Mr. Lothrop's articles and file them for future reference.

Same as salary and traveling expense plan.

General incentive for increased effort.

In slack times salaries can sometimes be reduced by increasing commission rate.

The disadvantages of the salary, traveling expense and commission plan are:

Difficulty of salary adjustment.

Annoyance regarding salary increases.

Difficulty of reducing salaries when business is slack.

Older men frequently have too high salaries.

Usually necessary to discharge men rather than reduce salaries.

Difficulty of controlling proportion of high and low profit sales.

Emphasis is on volume of sales rather than on net profits; hence, a tendency towards price-cutting.

The next article in this series by Mr. Lothrop will appear in an early issue.

Youngstown Sheet Names Corey Sales Manager

Edwin P. Corey has become general manager of sales of the Youngstown Sheet & Tube Company, Youngstown, Ohio.

Until six years ago he was a member of the Pittsburgh sales offices of the National Tube Company—becoming assistant manager of sales in charge of the wrought pipe department of the Youngstown company at that time. He has been active in the steel industry for thirty-five years.

Heads Spray Advertising

Royal T. Jumper has been made advertising manager of the California Spray-Chemical Corporation, of Berkeley, to succeed Wayne K. Davis, who is now head of the new garden supply department of the Alpine Wood & Supply Company, there.

Head Work Plus Foot Work Earns \$1500 a Month for This Auto Salesman

BY J. F. KERWIN

MUCH has been written and said about the calibre of men engaged in selling automobiles, and considerable emphasis has been placed on the point that automobile salesmen these days earn very little money, on the average. Just what the average for the industry is, perhaps no one knows exactly, but it has been estimated as low as \$125 a month.

And yet here is proof that even an automobile salesman who knows his job and works conscientiously at it can earn a handsome income.

Meet Leo Alfred Kelly, of the Cadillac-Detroit Branch, an automobile salesman who has earned an average of more than \$1,000 a month for the past twelve years and who is at present earning \$1,500 a month.

Kelly began selling automobiles in 1915. He had worked in the shop for the old E. M. Flanders and had been service manager of the Studebaker-Detroit Branch. It was while he was engaged in the latter capacity that the Studebaker sales manager asked him one day how he would like to try selling and he said he thought he would like it. He attended a sales school at the Studebaker factory in Detroit, then joined Paul Hoffman, now vice-president of Studebaker, in Los Angeles as a salesman.

He did average work or somewhat better than average there for two years, then the War came on, the Los Angeles branch was closed, and Kelly was transferred back to the Detroit branch.

From 1918 to 1923, Kelly led the Studebaker salesmen of the entire country, being president of the Studebaker Hundred Thousand Club each year until 1923, when he left the company in November. He had sold nearly \$400,000 worth of cars that year. He had averaged better than \$1,000 a month during these years.

After leaving Studebaker he sold Lincolns for about two years, leading the local sales organization and averaging about \$800 a month income.

That wasn't quite enough for this automobile salesman, so in September, 1925 he moved to the Cadillac-Detroit branch.

In 1926, Kelly stepped into the lead among Cadillac-Detroit salesmen and has been there ever since. He earned \$16,500 in 1928 and at the time this was written, was expecting to earn at least \$18,000 in 1929.

How does he do it? Just by hard work, intelligently directed.

As he himself expresses it: "It's a fifty-fifty proposition; 50 per cent head work and 50 per cent foot work."

Of course, he is selling expensive cars now. Some of his Fleetwood jobs run as high as \$6,900. But he has not always sold expensive cars. When he was with Studebaker, many of his associates were having a hard time earning a fourth as much as he, and he was just selling the rank and file of Detroit prospects. Not only so, but there are some Cadillac salesmen now who don't earn \$18,000 a year.

"I always plan my work," he said. "I plan enough work to keep me busy each day, then I add a pinch hitter to have in case my initial plans miscarry."

"I never forget an owner and I never destroy the name of a prospect. I usually call personally on an owner once a month or oftener for the first few months, then call him by 'phone once a month thereafter. In this way, I make sure he is pleased and that his car is giving good service, and I also secure many prospects."

"If an owner is having trouble, I make an appointment to bring his car into the service station and when he does so, I am here to meet him and see that he gets the right kind of service."

"On my desk are five files in which I keep prospect cards alphabetically, one in which I keep cards of live prospects by days and one in which I keep owner cards alphabetically. In those five prospect files are the names of all whom I sold Studebakers and



Leo Alfred Kelly

Some of Kelly's Tactics:

1. Makes twenty-five telephone calls a day.
2. Employs a chauffeur.
3. Goes South with his wealthy prospects.
4. Sells used cars when he can't sell new ones.

Lincolns, as well as other classes of prospects.

"As a rule, I check up deliveries of the day before the first thing in the morning, then I check as to whether I have any owners coming in for service. Next, I make a few telephone calls, then make a personal call or two, getting back to the telephone between ten and eleven."

"I usually make about twenty-five telephone calls a day. I'll take about ten names from the owners' file and

(Continued on page 136)



De Soto enrolled 165 students in the sales school recently held at Oakland, California, 136 of whom became "associate salesmen" and turned in eighteen certified prospects the night the school closed.

De Soto Sponsors Training Schools for "Associate Salesmen"

SCHOOLS of salesmanship conducted in about ten large cities by members of the sales development department of De Soto Motor Corporation during the past year for the purpose of developing salesmen and "associate salesmen," and open to the general public, are said to have proved generally successful and to have met with the hearty support of dealers.

De Soto, a division of Chrysler Motors Corporation, had been doing some constructive work along the lines of developing a standard sales procedure for dealers and salesmen when, in April, 1929, a member of the sales development department was sent into the field to introduce the plan personally and, perhaps as a kind of by-product, to conduct sales schools in which anyone who wished to learn how to sell automobiles might enroll without obligation. On completing the course one might become a De Soto associate salesman, but this was not required.

Of course, a majority of those who took the course did so with the idea of becoming salesmen, either all or part of their time, and De Soto naturally expected that they would be so enthusiastic that they would become De Soto salesmen. Many clerks, stenographers, mechanics, filling station attendants, tire men and others who were desirous of supplementing their regular income took the course with the purpose of becoming part-time automobile salesmen. It is said that a surprising number of women and not a few professional men enrolled.

To date, such schools have been held in the East, Middlewest, Southwest, and Far West. One of the most recent and most successful was held in Oakland, California, with an enrollment of 165, 136 of whom became part-time De Soto salesmen.

The course consists of lectures three evenings a week for two weeks and covers the subject of selling automobiles in general and De Soto automobiles in particular. Students are taught where and how to "prospect," how to classify and qualify prospects, how to make a presentation, how to conduct the interview, how to give a demonstration and how to close the sale. Supplementing the classroom instruction is actual practice in demonstrating, for which purpose De Soto cars are provided.

Graduates may sign up with the local De Soto dealer as "associate salesmen" and be given a certificate to that effect; they may actually sell cars or they may locate prospects and turn them over to a regular salesman.

One important privilege which they do not enjoy is that of buying a demonstrator at the regular salesman's discount.

Several advantages of the plan are pointed out. In the first place, a regular automobile salesman can average only about ten calls a day and most of those calls are fruitless or at best are only valuable contacts. By employing associate salesmen to turn over prospects to them, regular salesmen's time is conserved and they are enabled to contact a larger number of people who are likely to be in the market. Some dealers think this so important

that they employ regular full-time men, commonly called junior salesmen, to do the canvassing and turn their prospects over to the senior salesmen.

Perhaps second in importance is the fact that out of such a group of part-time salesmen a few may develop into valuable full-time salesmen. The problem of where to get salesmen and how to hold them is an acute one in the automobile industry and this would certainly seem a likely source of new talent. In developing salesmen a large "quantity" usually is required from which to secure a small "quality." This plan provides the "quantity."

Some of these students, perhaps a majority of them, will sell a car or two each or perhaps several cars. They have their relatives and friends to whom they will appeal, and they are in daily contact with many people, some of whom are prospects. If a student sells only one car, he will have repaid the cost of giving him the training.

At the least, it is to be expected that the students will become boosters for the De Soto, and that is worth something. They may even buy one for their own use; certainly it is to be expected that they will speak favorably of it at every opportunity.

The major objection to the plan is that it licenses a rather indiscriminate group of people, who are beyond the direction and control of a responsible representative of the company, to go out and represent themselves as De Soto salesmen and perhaps misrepresent.

(Continued on page 134)

The Elgin
Corporation
presents—

In the Wake of the Traffic

 A Jam Handy
Picture

Waking Official Imagination

When The Elgin Corporation decided to help their salesmen give city officials a clear picture of the values and operation of modern street cleaning equipment, they engaged expert service to help them present their ideas.

Under Elgin Sales Corporation supervision, the right motion picture for the purpose was planned and produced on schedule.

The completed picture is being shown by their salesmen to prospective buyers throughout the country. Increased sales are the result.

Motion pictures of the right kind offer the clearest, quickest way to make effective impressions that carry conviction and supply proof. Jam Handy Picture Service is organized to produce pictures that make the other fellow see your products and your ideas your way.

Fifteen years of successful experience has developed a staff of over a hundred persons highly specialized in making industrial motion pictures and lighted still pictures for sales education and service instruction.

On the technical side, Jam Handy Picture Service has the largest studios and laboratories in the world devoted exclusively to the production of commercial pictures and is producing on a scale that gives you the benefits of big volume economies.

Every picture we have ever made has helped to accomplish the buyer's purpose.

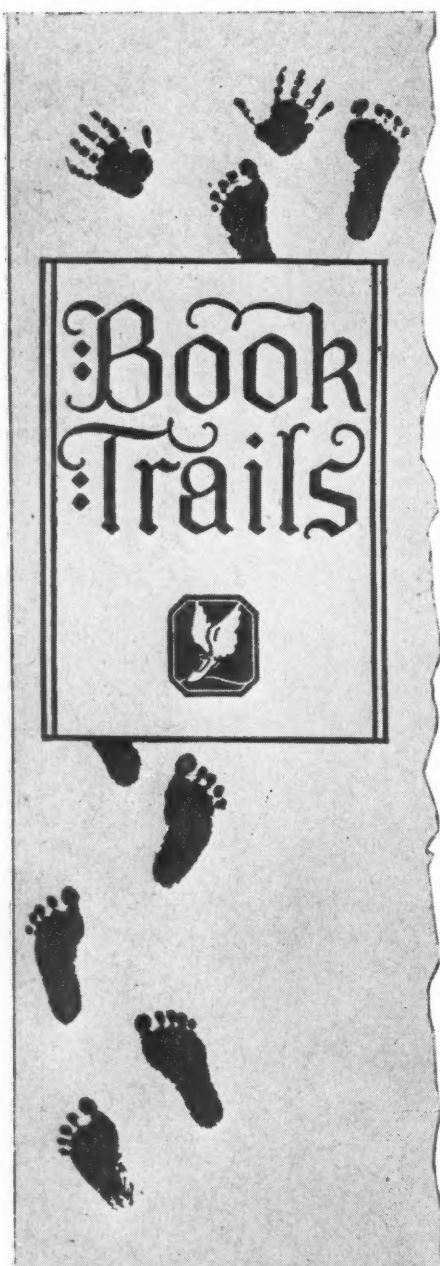
Jam Handy Picture Service

Jamison Handy, President

6227 Broadway, Chicago

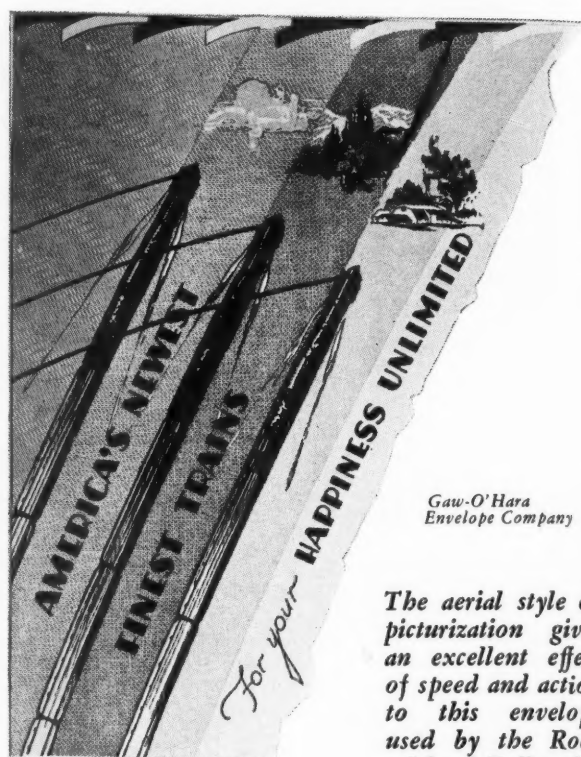
NEW YORK, CHANIN BLDG.—DAYTON, REIBOLD BLDG.—CLEVELAND, HANNA BLDG.—DETROIT, GENERAL MOTORS BLDG. REGIONAL SERVICE REPRESENTATIVES AT PRINCIPAL POINTS THROUGHOUT THE U. S. STILL AND MOTION PICTURES — PROJECTORS — ANIMATED DRAWINGS — SCREENS — SLIDEFILMS

Sales Management Gallery



Gaw-O'Hara Envelope Company

In pastel shades of green, pink and blue, this envelope for Book Trails, Shepard & Lawrence, Chicago publishers, is effectively printed in black.



Gaw-O'Hara
Envelope Company

The aerial style of picturization gives an excellent effect of speed and action to this envelope used by the Rock Island Railroad.

Sales Slants in Letterheads
and Business Envelopes

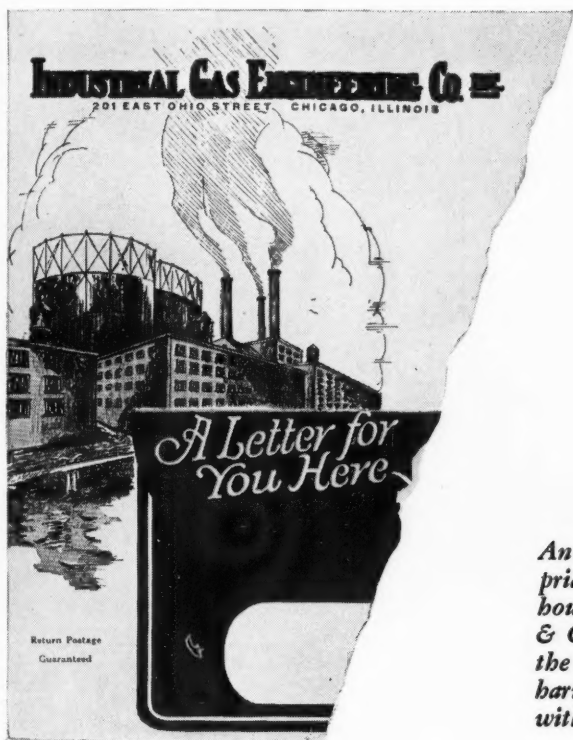


Heco Envelope Company

The advertising value of the envelope has been utilized in this manner by Marcus Ruben, Inc., a concern specializing in servants' uniforms.

This duofold envelope is not only utilitarian, but also pictorial, emphasizing both the Industrial Gas Engineering Company and its functions.

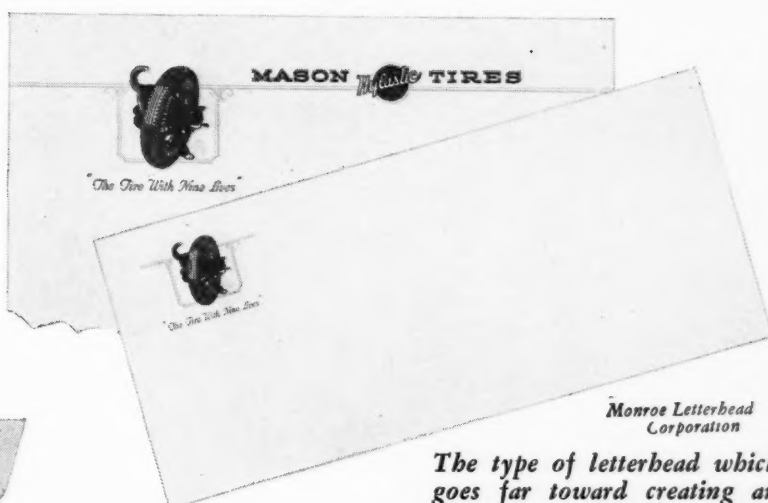
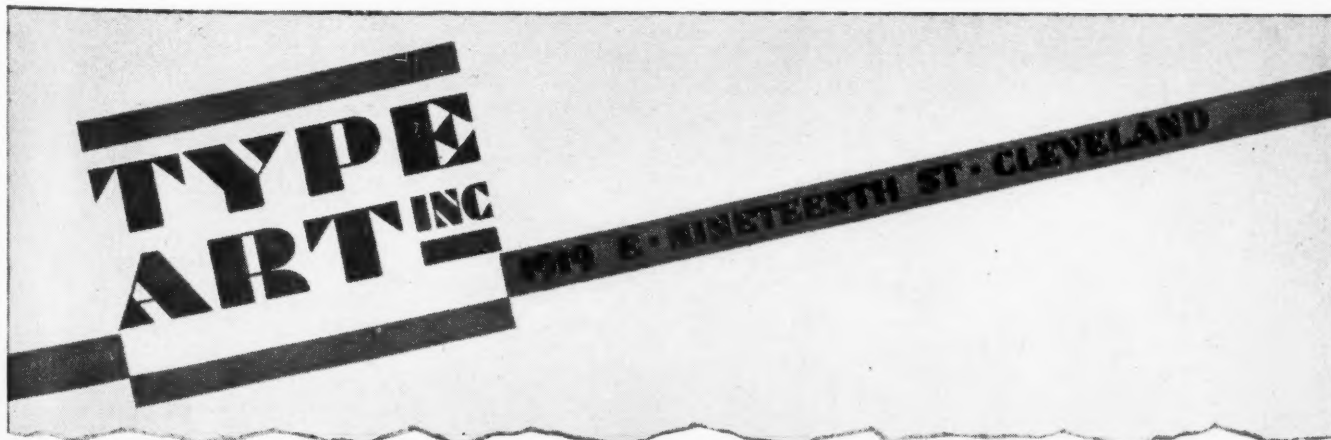
Gaw-O'Hara Envelope Company



An especially appropriate dress for the house organ of Deere & Company. Blue of the farmers' overalls harmonizes pleasantly with the green background.

Simple but unusual treatment in the modern style letterhead. Pale green bars enclose the Type Art name, which is printed in peacock blue.

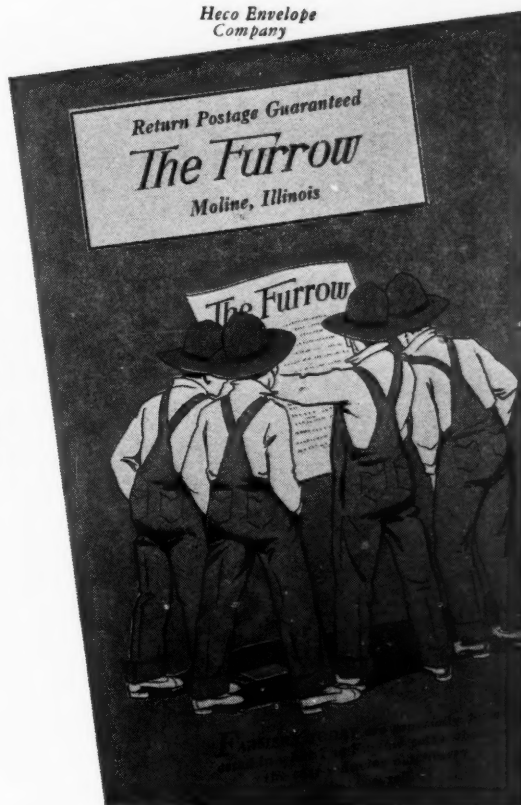
Type Art, Inc.



Monroe Letterhead Corporation

The type of letterhead which goes far toward creating an atmosphere of prestige for Mason Tires. The same motif gives the envelope its air of distinction.

Heco Envelope Company



How We Found a "Success Formula" for Our Dealers

AFTER having operated almost exclusively through our own factory branches since we entered the oil burner business in August, 1925, the Timken-Detroit Company entered the field of national distribution at the beginning of 1930.

Four years ago we felt there was much to be learned about the profitable retailing of oil burners and we preferred to spend our own money in the school of experience, rather than ask dealers to share the expense. During these four years we have demonstrated that satisfactory net profits can be made in retailing oil burners if sound merchandising policies are followed. Having proved what are sound merchandising policies in this business, we are prepared to enter the field of national distribution with a dealer plan which assures abundant profit to anyone who will profit by our experience and will mix hard work with intelligent management.

The Timken-Detroit Company, a

As told to D. G. Baird

BY EDWARD V. WALSH

Sales Manager, The Timken-Detroit Company, Detroit

subsidiary of and owned by the Timken-Detroit Axle Company, was formed in 1925 to produce and distribute oil burners in association with the Socony Burner Corporation, a subsidiary of the Standard Oil Company of New York. We established one branch that year and two others early in 1926. We had expected to open other factory branches in rapid succession or build a dealer organization, but we soon discovered that there was more to be learned about the oil burner business than we thought.

We could have begun our program of expansion then had we chosen to, but we preferred to solve the problems before inviting anyone else to share our proposition.

By the end of 1927 we were ready to establish other branches. We found, however, that Socony, having accomplished its purpose—expansion of the fuel oil market—wished to retire from the oil burner business, so we took over its nine branches with their entire personnel and found ourselves confronted with the task of

demonstrating that we could operate twelve branches profitably, instead of three.

We had also reached the conclusion that in order to secure a large volume of business it would be necessary to design a new burner to sell at a lower price. In 1928 we introduced a new model to retail at \$535, completely installed with tank, as compared with \$725 for the earlier model.

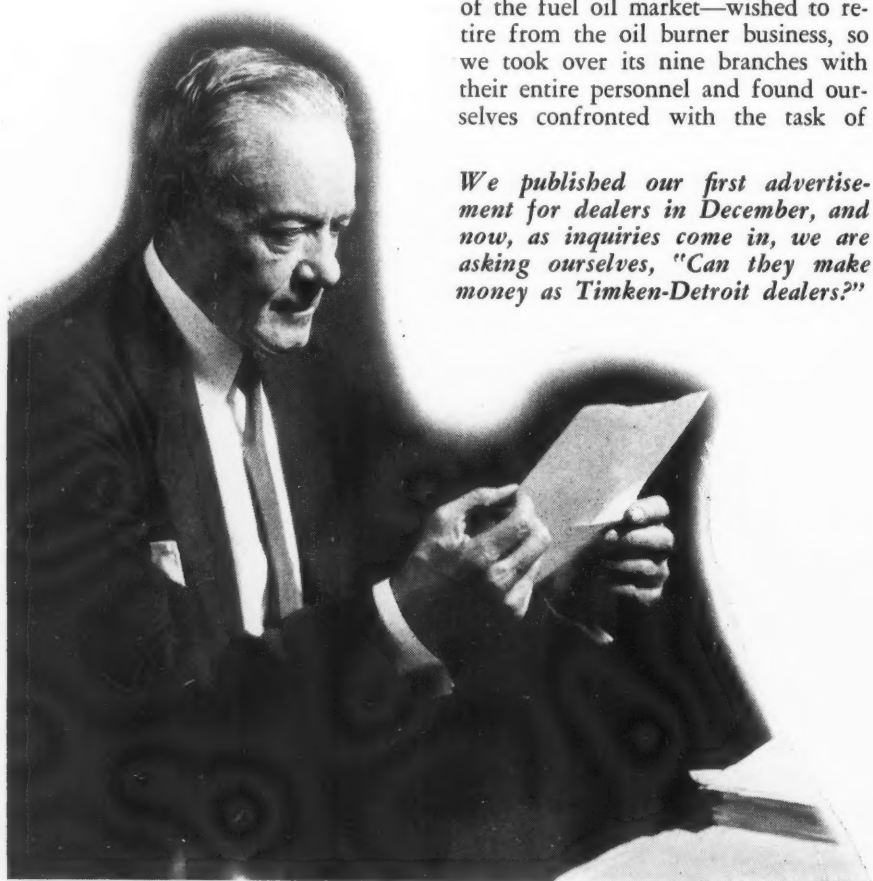
By the end of 1928 our retail business was on a profitable basis and we again considered appointing dealers, but decided to experiment further, and, among other things, to develop the simplest possible burner. The present model, which retails at \$485, completely installed, was the result.

During 1929 we added to our experience and further proved our policies. We operated at a satisfactory profit. During the year we appointed three regular dealers and established about twenty sales and service agencies, which gave us some experience in operating through retail channels other than factory branches. We maintained detailed records of the performance of these dealers as further proof of the effectiveness of our plans.

Operating in only twelve centers, each with a radius limited to twenty-five miles, in 1928, we were close to the top in the industry. We sold almost as many burners as others who were operating through more than two hundred outlets. We enjoyed a healthy increase in 1929, our burners stayed sold, we made boosters of the purchasers and we again earned a satisfactory net profit.

Now we feel prepared and qualified to tell dealers how to make money. We have a wealth of practical experience and valuable data to offer them. We know how to sell, install and service oil burners, we know average costs of all phases of the business and we know the pitfalls.

We also know how other manufacturers line up dealers and get them established, and we have ideas of our own along those lines.



We published our first advertisement for dealers in December, and now, as inquiries come in, we are asking ourselves, "Can they make money as Timken-Detroit dealers?"

ACCURATE monthly advertising lineage records, as compiled by Media Records, show how national advertisers consistently apportion their Pittsburgh newspaper advertising appropriations. They spend the major share in The Press solely because they want sales . . . and they find month after month that The Press Has the Habit of Producing Results.

During the first eleven months of 1929, The Press published 4,130,436 lines of national advertising or 160,285 lines more than the combined national total of the other two Pittsburgh papers.

There need be no guess-work about covering the rich Pittsburgh market. The experience of thousands of successful national advertisers serves as a Safety Gauge for your Pittsburgh newspaper advertising.

Measurements by Media Records, Inc. and exclusive of advertising in national magazine section distributed by second evening and Sunday paper.

The Pittsburgh Press

A SCRIPPS • HOWARD NEWSPAPER

NATIONAL ADVERTISING
DEPARTMENT OF
SCRIPPS-HOWARD
NEWSPAPERS
230 PARK AVENUE, N. Y. C.



MEMBERS OF THE AUDIT
BUREAU OF CIRCULATIONS
... OF THE UNITED PRESS
and of
MEDIA RECORDS, INC.

CHICAGO SAN FRANCISCO LOS ANGELES DALLAS DETROIT PHILADELPHIA BUFFALO ATLANTA

In the first place we are appointing dealers only in territories we know to be profitable, both to them and to us. For the present this means cities of 25,000 or more population in those parts of the country where oil burners are most desirable. Between these cities are many others, smaller in size, which will later be profitable territories also, but we are not ready for them yet.

We are selecting dealers carefully, we are selling them thoroughly, we are restricting them properly, and we are offering them helps which we believe are exceptional.

Our wholesale representatives carry letters from our bankers to their correspondents in other cities, asking them to recommend dealers, and we also communicate with chambers of commerce for the same purpose.

We prefer dealers who are not now handling oil burners, but who are engaged in somewhat related lines, such as electrical household appliances and radio. If one who is already in the oil burner business has a good reason for wishing to take on our line, he will be given due consideration, but we wish to avoid dealers who change lines too often.

Wish to Sell the Company

We are undertaking to sell our dealers something other than conversation. When we receive an inquiry by mail we acknowledge it and send a pamphlet which tells of our experience in retailing oil burners and of the stability of the company, outlines our plans for the immediate future, and points out the opportunities in this field. This is expected to hold his interest until our representative can call on him.

To the inquirer who is not located in the markets which we are attempting to reach we reply frankly that we are not yet ready to solicit distribution in his locality. We should like to have 100 per cent distribution, but not at a 100 per cent sales cost.

Our wholesale representatives are equipped with a twenty-seven-page pictorial portfolio, with an easel, which depicts the size of the industry, what it has accomplished, the magnitude of the field, what is back of the Timken burner, what Timken has accomplished, and what we plan to do. The representatives, of course, know the sales talk that goes with the portfolio.

They are also prepared to back up every claim and every promise with facts, figures and exhibits. They present figures to prove the potential profits available and when they make the statement that it costs a certain

amount to secure a prospect, to make a sale, to install a burner, or to service one, they have facts and figures compiled from our own retail experience to substantiate their claims. When they tell a prospective dealer that we will furnish him mailing pieces they



Edward V. Walsh

Because they pre-tested every phase of the campaign before they attempted to widen distribution, the Timken-Detroit Company has cut dealer losses to a minimum and has been able to maintain a satisfactory level of profit during the period of expansion. Details of their dealer franchise plan are explained here by Mr. Walsh.

have specimens of those mailing pieces right there to show him. When they tell him we will furnish him a dealer manual, a sales manual, a window display catalogue, a catalogue of advertising helps, a service manual and other helps, they have those helps right there to exhibit.

These helps, so far as we have learned, are all original, based on our own experience. We have simply outlined, in convenient form, what we have learned about conducting a retail oil burner business. The dealer manual covers the entire subject of sales, from selecting a salesroom to closing the prospect and collecting the money;

the service manual explains in detail how to install and service our burner; the window display catalogue tells how to arrange effective displays and illustrates many that have proved their worth. The sales manual practically teaches oil burner salesmanship to the retail salesman.

We will send three pieces of direct mail to dealers' lists in the spring and three more in the fall. The dealers will supply the names and pay a small fee for this service. It has been the experience of the industry that unless dealers are required to bear at least some part of the expense of direct mail, they do not appreciate it or use it as effectively as they should.

For those who wish to send circular letters there is a catalogue of such letters for all occasions, circumstances and seasons, which they merely need have typed or processed on their letterhead.

There is also a booklet explaining how to plan and carry out a telephone canvass.

An advertising allowance is made on every burner the dealer buys and we will go fifty-fifty with him on local newspaper advertising.

In addition, we will furnish an advertising service, supply folders, leaflets and other aids with each invoice.

Field Supervision

Our supervision is to be of the field variety rather than over the desk. Our mission will be to teach dealers how to sell retail. That can be done only in the field through wholesale men who have had retail oil burner experience. Our slogan will be "We sell through you—not merely to you."

We have no distributors and our price to all dealers is the same. The best way for a big dealer to make money is to sell burners. He is not entitled to a better price merely because he is a big dealer; neither is the little dealer to be penalized for being a little dealer. Each is rewarded on the same basis, and that basis is burner sales.

Service is one of the most important features of the oil burner business, hence every dealer must be properly qualified and prepared to give good service and he must give it. For this reason no dealer will be permitted to cover a territory having a radius of more than fifteen miles.

Before any dealer's franchise becomes effective he must purchase a minimum of two burners and must come or send a representative to the factory for a course in installing and servicing burners.

One who has purchased two burners
(Continued on page 135)



PROSPECTS THAT WON'T LISTEN WILL *LOOK!*

BUSINESS executives are never "out" or "too busy" to refuse audience to their correspondence.

Even high-powered salesmen must give precedence to high-powered mail matter—and that is why your Envelopes are so important. Any business house that doesn't recognize this fact is putting a ball-and-chain on its sales and advertising efforts. Also any institution that believes there is economy in buying cheap envelopes is simply "blinding" itself to facts. A poor envelope can "kill" the desired impression of the costliest sales literature or the most eloquent sales letter.

And here's something to remember—Your customers are your competitors' prospects—and his customers are your prospects. If he utilizes the advertising strategy of crisp, colorful and confident envelopes, and you don't—he is steadily and surely eating into the prestige and goodwill that you want to be yours.

Good **ENVELOPES**
are just Good Business

BUREAU OF ENVELOPE MANUFACTURERS OF AMERICA ··· 19 WEST FORTY-FOURTH STREET, NEW YORK CITY, NEW YORK

Western Electric Becomes a \$500,000,000 "Market"

Some ways in which the Western Electric Company, "purchasing agents" for the entire Bell Telephone System, will spend more than half a billion dollars for new products this year were outlined, at the suggestion of SALES MANAGEMENT this week by Edgar F. Bloom, president.

When the American Telephone & Telegraph Company announced last month, in connection with President Hoover's business expansion program, it would spend \$7,500,000 for expansion in 1930, this magazine requested Walter S. Gifford, president, and Arthur Page, then vice-president in charge of public relations of that company, to break down this figure to cover purchases of various types of products, to suggest to readers of SALES MANAGEMENT the scope of the Bell System Market. This request was placed in the hands of Mr. Bloom. Although not detailed, Mr. Bloom's figures represent the first statement of this kind, which either his company or the American Telephone has made.

The exact amount of money which the Western Electric Company will spend in 1930, Mr. Bloom said, has not been determined. Its sales in 1929, however—most of which were made to the Bell System—were \$400,000,000. They represented an increase of \$113,000,000 over 1928.

"There is every indication that sales for 1930 will be even greater," Mr. Bloom explained, "as the company begins the new year with the largest number of orders on its books since it was founded fifty years ago.

"The chief products of the company are telephones and telephone equipment—switchboards, cable and allied apparatus. Its other products are offsprings of this business such as radio telephone equipment, apparatus for recording and reproducing sound in motion pictures and public address systems.

"In the manufacture of these products the Western Electric Company draws on many sources of supply for the necessary raw materials. Lead and copper are purchased in huge quantities; lumber—from the coarsest grades for crates, to fine mahogany; coal—from the finest grade for delicate parts of the telephone to that used for fuel; silk, cotton, and so on indefinitely, are bought in large quantities, from sources all over the world.

"Purchasing for the Bell System," Mr.

Bloom continued, "the prosperity of the Western Electric Company is reflected by its activity first as a consumer of raw materials; secondly, as a purchaser of products manufactured by others; and thirdly, as its business increases and its own plant expansion becomes necessary, in the field of construction and the suppliers of building material and machinery."

To illustrate the last point, W. F. Hosford, vice-president in charge of manufacture, pointed out that "substantial additions are to be made during 1930 to each of our three main factories, the Kearny Works in New Jersey, Hawthorne in Chicago and Point Breeze in Baltimore. The expansion program, which has been increased within the past few months, will involve an expenditure of \$55,000,000 for additional factory buildings and equipment.

"The extent of the expansion contemplated may be better appreciated from the fact that the additional floor space to be provided amounts to about 2,500,000 square feet which is about 40 per cent of the present permanent floor space in these works. The additional floor space will make it possible to consolidate in the works manufacturing activities being carried on in leased quarters, and it will also make possible a reduction in the present large night-shift forces.

"Structural steel, cement, tile and brick suppliers, not to mention the item of labor, are all directly affected in an expansion program of this scope, as are the makers of metal and wood working machinery, elevators, trucks, cranes and other types of conveying machines."

In the field of raw materials to be purchased this year, Mr. Bloom said, the company will probably use, for example, "more than 55,000,000,000 feet of copper wire—a quantity sufficient to reach from the earth to the moon over 230,000 times."

Approximately \$50,000,000 will go toward telephone poles, cross-arms, underground conduit, copper line-wire and insulated wire alone. And these items are only a few of many required. Over \$50,000,000 additional will be spent for a variety of other materials, ranging all the way from pencils to motor trucks.

The United States Government alone excepted, the Bell System is the largest consumer of manufactured products in this country.

Gillette Executives Tell of \$10,000,000 Promotion Plan

Advertising for the new Gillette razor and blade, first production of which was announced in SALES MANAGEMENT, January 11, will cost \$10,000,000 in 1930. This figure covers world-wide promotion. About \$7,500,000 of it will be spent in the United States and represents an increase of 50 per cent above the appropriation here last year.

In the American campaign all major media will be employed—with dominant space in newspapers and magazines. The campaign, under the direction of Batten, Barton, Durstine & Osborn, New York, and the supervision of E. D. Copeland, advertising manager of the Gillette Safety Razor Company, Boston, will probably begin in March.

In the international campaign every country in the world, where it is possible to advertise, will be covered. Advertising will be distributed in 2,696 languages, dialects and vernacular. Of these "languages," thirty-four are in India alone.

In the United States the razors will be widely promoted in a cooperative campaign with a large shaving soap manufacturer, who has just bought 2,500,000 of them.

A preliminary announcement of plans to manufacture and distribute the new razor and blade was made at a meeting of investment bankers and company executives in the offices of Aldred & Company, Wall Street, New York, last week. The meeting was addressed by J. E. Aldred of that firm, chairman of the Gillette company; Frank J. Fahey, vice-president and general manager; Thomas W. Pelham and Ralph E. Thompson, vice-presidents, respectively, in charge of sales and manufacturing, and Bruce Barton, chairman of the advertising agency handling the account.

The company will soon be making 80,000 of the new model razors daily, Mr. Aldred said, as contrasted with 20,000 and 30,000 a day last year. Production of the new blade will be speeded up by March 1, to 3,000,000 a day. Gillette, he explained, now sells about 75 per cent of all blades and razors used in the world. Formal announcement of the new products is expected early in February.

Silent Automatic Moves

The Silent Automatic Corporation has just moved its manufacturing headquarters to 12001 East Jefferson Avenue, Detroit.

How many miles are your salesmen's cars good for?

REO is good for 100,000 miles!

DOES the "Salesmen's Cars" item loom big on your budget? Then it's time to look into this matter of mileage... it's time to consider the economy of Reo long life... it's time to figure how much you will cut expenses by giving your salesmen Reos—cars that are good for 100,000 miles!

WHY REO IS GOOD FOR 100,000 MILES

And when we say Reo is good for 100,000 miles, we mean just that! Reo will run for 100,000 miles. And Reo will be *good*, really good, for 100,000 miles. Reo springs are so sturdy... Reo axles so tough—that we can give the Reo a test that's the equivalent of driving the car off a four-foot drop at sixty miles an hour!

Reo pays 10% to 25% more for parts—and as a result these parts will stand a strain 50% to 100% greater than even a salesman in the backwoods territory would possibly give a car.

And we don't ask you to take our word for Reo's long life. Look up the most recent investigation of long life in motor cars—an impartial analysis based on government registration figures. It shows Reo to be the longest-lived of all cars of American origin and manufacture regardless of price! "Reo—good for 100,000 miles" isn't a slogan—it's a fact!

REO LASTS AND PERFORMS

The Reo will climb to 70 in 26 seconds from a standing start. And Reo brakes will stop you—at any speed—in half the distance the stiffest traffic laws require. What's more, they'll stop you without side-sway and without skidding, so perfectly are those brakes equalized. They *stay* equalized, too. And wet weather cannot affect them!

You want your men to drive good looking cars—cars that reflect correctly the standing of your firm. The Reo has the distinguished lines you expect to find only in the most expensive cars. Reo goes in for good taste—not for the tricky designs that are so quickly out of date. The Reos you buy today will still be fine looking cars three or four years from now.

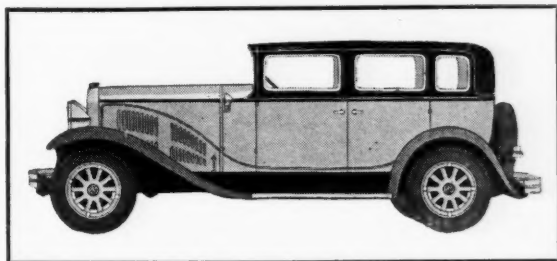
ECONOMY THAT IS REAL

Reo is economical to run. Its freedom from repairs makes it still more economical—from the standpoint both of repair bills and of idle time. But

its greatest economy of all lies in its long, long life.

If you follow the general practice of using "*inexpensive*" or short-lived cars and turning them in each year or so, just figure up how much those "*inexpensive*" cars have cost you in the past three years. You'll find it's more than Reo cars would have cost originally—Reo cars that today, after three years of service, would still out-perform most "*inexpensive*" cars when new.

Ask your Reo dealer for a demonstration. Explain your requirements, and he will gladly figure out exactly how much you can save by supplying your salesmen with Reos. Call up your Reo dealer today!



The REO MODEL 15 STANDARD SEDAN
Reo prices range from \$1375 to \$1870,
f. o. b. Lansing, Michigan.

REO GOOD for 100,000 miles

REO MOTOR CAR COMPANY, Lansing, Michigan

American Austin Makes Its Bid as the "Family's Second Car"

BY LAWRENCE M. HUGHES

As the "family second car"—"the car to run around in," and an effective means of "ending breakfast table squabbles," the American Austin Car Company will introduce its new Bantam models in an intensive advertising campaign in class and general magazines and in newspapers this spring. To emphasize the fact that the new car will be primarily a means of "auxiliary transportation," the company is producing only three models—roadster, coupe and delivery, each of which carries but two passengers, and will be sold, at prices under \$450, by dealers who are already handling other and for the most part higher-priced automotive lines.

When the cars are formally put on the market about May 1 the company expects to have 2,000 dealers; at the end of this year that number will probably be doubled. There will also be from 100 to 200 distributors who will handle the Austin line.

Production for the first year is expected to be much higher than originally anticipated. Fifty thousand orders have already been placed.

"Our appeal to high-priced car dealers," explained C. A. Best, sales manager, to this magazine, "is that this Bantam car will enable them to round out their lines. We feel they can sell the Bantam Austin to all the people to whom they have already sold or are selling larger cars and make a satisfactory profit without increasing their overhead.

"The initial cost of the Bantam Austin is low. More important than its low initial cost is, however, the exceedingly low cost of operation, estimated to be less than 35 per cent of the cost of operating any other American car. The Bantam Austin will go forty miles on a gallon of gas. It will run for a year—10,000 miles—on \$56 worth of gas and oil. "Although our products are low in price, we are seeking, first of all, to interest the higher income or 'prestige' market. For this reason an advertising campaign in full-page color space in class magazines will precede by a month or two the introduction of the car itself and the launching of the general magazine and newspaper program. The general program will begin about May 1. By that time we expect our distribution to be nation-wide. Although the

magazine campaign will be continued on a large scale, much of our efforts later will be in newspapers.

"The Bantam Austin, we shall point

the bantam-car...that will

"get the job" as the family second car

PRE-SHOWING FOR THE TRADE
HOTEL SHELTON, N. Y. SHOW WEEK

THE AMERICAN Austin

How Austin appeals to dealers. The business paper campaign for the new Bantam car began recently.

out, is wholly an American car. Only the chassis, the features of which have been proved by seven years of successful performance abroad, is being retained. The body design and the methods of producing and selling it have all been developed in America to meet American requirements.

"The selection of the Bantam name by our executives in cooperation with Newell-Emmett Company, which directs the advertising, may be of interest. When the incorporation of the American Austin Car Company was announced last summer newspapers familiar with the British car referred to it as the 'baby' or 'midger' Austin. This reference we thought to be misleading. The name 'Bantam' was decided upon to suggest its self-reliance and respect - commanding diminutiveness.

"The fact that the car has a normal maximum speed of around fifty-five miles an hour, and with the addition of a high lift cam shift, can be made to do more than seventy, we believe will appeal particularly to the younger members of the 'family,' to which all our advertising will be directed."

Electric Advertising \$13,044,143 in 1928, Government Hears

The electric light and power industries spent for advertising in 1928 \$13,044,143, or about two-thirds of one per cent of its gross income, Bernard F. Weadock, counsel for the joint committee of National Utility Associations, told the Federal Trade Commission at a hearing in Washington last week, in answering assertions that the industry's advertising bill is from \$28,000,000 to \$30,000,000 annually. The figures were prepared by William H. Hodge, vice-president of the Byllesby Engineering and Management Corporation.

Mr. Hodge's figures purported to show that \$8,425,320 had been spent by the electric light and power industry in newspapers in 1928, and the remainder for direct mail, posters, radio and publications. The expenditures in newspapers for 1926 were about \$6,000,000, the report stated.

Mr. Weadock called the commission's attention to the estimate of \$812,000,000 made by the Association of American Advertising Agencies as the nation's total newspaper advertising expense in 1927.

On this basis, he said, the electric light and power industry spent only about 1 per cent of the total for newspaper advertising.

White House Coffee Resumes Campaign

After a lapse of several months Dwinell-Wright & Company, Boston, will resume next week its advertising campaign for White House coffee in 200 newspapers east of the Mississippi.

White House coffee will be marketed in one-pound tin cans bearing a new label adopted last fall. Posters will also be used in thirty or forty cities. Street & Finney, New York, are directing the account.

Caraja coffee, a low-priced brand, sold in new one-pound paper boxes and under a new label, will also be advertised extensively soon.

The White House schedule calls for 100-line advertisements three times a week in smaller cities and 250 lines in the larger.

Directs Wise Sales

Leonard Isear is now advertising and sales promotion manager for Wise Shoes, Inc., New York City—directing also advertising and publicity for its subsidiary, Golden Rule Shoes, Inc.



A Railroad Is Never Completed

THE work of keeping a steam railway operating as an efficient transportation machine goes on continuously and is never finished. New cars and locomotives must be bought . . . new rail must be laid . . . in fact, in every branch of railway activity, additions, replacements and alterations are a constant necessity. In 1930 the steam railways will expend about \$2,350,000,000 for this work . . . indicating the magnitude of the annual railway market for materials and equipment.

Leading manufacturers whose products are applicable to railway service recognize the five Simmons-Boardman departmental railway publications that comprise the *Railway Service Unit* as the logical approach to this important market.

These publications have a total circulation of more than 35,000 among railway men who specify and influence purchases. Each is devoted exclusively to the interests of one branch of railway service and, consequently, through a specialized editorial appeal has gained an intimate contact with the railway men it serves. As a result, these publications have become a most influential factor in the selection and purchase of railway products and an effective means of presenting the merits of your products to the steam railways.

Simmons-Boardman Publishing Company
30 Church Street, New York, N. Y.

105 W. Adams Street, Chicago
San Francisco

Terminal Tower, Cleveland
Washington, D. C.



All
A. B. C.
A. B. P.

THE RAILWAY SERVICE UNIT

Mutual Grocery Chain Organized in South; Advertisers Aid

Sixty-one independent retail grocers at Savannah, Georgia, have organized into a mutual cooperative association and become a unit of the Quality Service Stores Association, established some months ago and which at present has about twenty groups in Virginia and the Carolinas. Maurice Segall was made president of the Savannah unit and active operation will begin January 25.

The plan of operation, as outlined by J. A. Zeigler, president of the parent organization, is for the grocers to combine in offering certain food articles at a low price on specified days, similar to the operation of the chain grocery stores. It was pointed out by Mr. Zeigler that manufacturers of nationally known brands have consented to absorb the expense of these specials. There are to be five or more offered every week—being advertised in half-page spreads in the Friday afternoon and the Saturday morning newspapers and in window stickers.

A large number of Georgia wholesale houses have offered their assistance. The only expense to the member grocer is a \$10 initiation fee and the painting of his store front a bright red. Mr. Zeigler stressed the fact that the national manufacturer will bear the brunt of the cost of the operation and that through the efforts of combination the independent grocer will be in a position to compete successfully with the chains.

Transfer Moth Headquarters

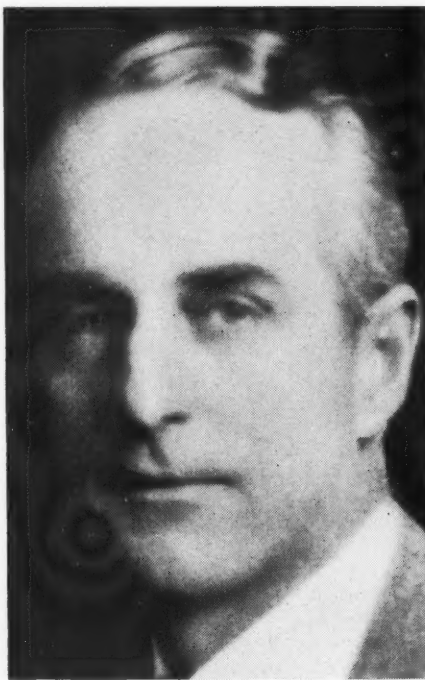
The plant of the Moth Airplane Corporation, of Lowell, Massachusetts, will be moved soon to St. Louis, where it will be combined with the one there of the Curtiss-Wright Corporation, which controls the Moth corporation. The St. Louis plant will make both Moth and Robin planes. The Lowell plant will be continued for other activities—possibly the manufacture of airplane instruments and accessories.

Degen Joins Stearns

Robert F. Degen, formerly advertising manager of George Borgfeldt & Company, New York, has joined Frederick Stearns & Company, Detroit, as manager of the toilet goods division, in charge of the marketing of Day Dream, Pleville and other toilet goods lines of the company.

Directs G. E. Merchandising

Charles E. Wilson, formerly assistant to C. E. Patterson, vice-president, has been made manager of the merchandise department of the General Electric Company, at Bridgeport. He will continue to supervise manufacturing, engineering and sales activities of the department.



George C. Osborn

Osborn Will Supervise RCA Radiotron Sales

George C. Osborn has been elected vice-president in charge of sales, Meade Brunet, sales manager, and J. W. McIver, sales promotion and advertising manager, of the new RCA Radiotron Company, the organization of which, by General Electric Company, Westinghouse Electric & Manufacturing Company and the Radio Corporation of America, was announced in SALES MANAGEMENT December 28. The election of T. W. Frech as president of the company was also announced at that time.

Mr. Osborn was formerly general sales manager and Mr. McIver sales promotion and advertising manager of the Edison Lamp Works of the General Electric Company. Mr. Brunet has been in charge of sales for the former Radiotron Division of the Radio-Victor Corporation.

The company has five factories, located at Harrison, New Jersey, Newark, Cleveland and Indianapolis, will employ 5,500, and will have an output of 210,000 tubes a day. Warehouses are being operated in New York, Atlanta, Dallas, Chicago and San Francisco. Headquarters and laboratories are at Harrison.

New Mining Papers

Metals & Mineral Markets, a weekly supplement on metal prices and market conditions of the *Engineers & Mining Journal* and the *Engineering & Mining World*, a monthly international edition of the same paper, have just been established by McGraw-Hill Publishing Company.

Ruxton Front Drive Will Seek Mass Sale in New Campaign

Aided by increased production and national distribution through the dealer organization of the Moon Motor Car Company, more intensive advertising will be employed by the Moon company this year to popularize the new Ruxton front-drive car which the Moon organization recently acquired through its purchase of New Era Motors, Inc. The program is expected materially to reduce the price of the car, which is now selling at more than \$4,000.

Archie M. Andrews, president of New Era Motors, will continue to direct the expansion. Detailed advertising plans will be announced soon.

Until now the Ruxton has been an eight-cylinder car. Later, Mr. Andrews said, lighter eights and sixes will be turned out.

The Ruxton was the first front-wheel drive car to be announced—being followed shortly by the Cord, manufactured by the Auburn Automobile Company and named for E. L. Cord, its president. This car has been selling for somewhat more than \$3,000.

Spencer Will Direct Page & Shaw Sales

Major Harry L. Spencer has been elected a director of Page & Shaw, Inc., in charge of sales. Page & Shaw manufactures packaged candies and has branch stores throughout the United States and in London, with agents in other countries. Major Spencer was formerly treasurer and general manager of Kraft, Bates & Spencer, Inc., piano manufacturers, and later took over the distribution and introduction of Brunswick phonographs and records in New England. Later he was associated with the sales management, in New York, of the Acoustic Products Company.

Allen-A Promotes Kitzrow

John F. Kitzrow has been made manager of the underwear division of the Allen-A Company, Kenosha, Wisconsin. Mr. Kitzrow has been with the organization for thirty-three years—about a quarter of this time as manager of underwear sales. In his new position he will have complete charge of underwear production, styling and sales promotion.

Joins Morandi-Proctor

Paul R. Bishop, formerly assistant to the president of the American Stove Company, St. Louis, in charge of marketing, has become vice-president of the Morandi-Proctor Company, Boston.

The Columbus Dispatch

— OHIO'S GREATEST HOME DAILY —

Again!---in 1929



**Based on 1929 Media Records Reports which are accepted as authoritative by all papers concerned.*

IN VOLUME OF PAID ADVERTISING

The DISPATCH led EVERY other Ohio newspaper published in EVERY other Ohio city!

— [This newspaper has enjoyed this distinction ever since comparative records have been kept] —

The DISPATCH Lead over the second and third Columbus papers combined was **2,585,915** agate lines

General Advertising Representatives: O'MARA & ORMSBEE, Inc., NEW YORK—CHICAGO—DETROIT—LOS ANGELES—SAN FRANCISCO

4,000 Delegates

The Executive Buyers
for

690 Y.W.C.A.'s

(Young Women's Christian
Associations)

Are on the way to the

National Convention

At Detroit, April 25 - May 1

Where they will select markets
for this year's appropriated budget of

\$25,900,000

If you are making or selling any-
thing that will interest 4,000 ex-
ecutives buying for

821 Y.W.C.A. Buildings

357 Hotels with 592,709 guests

304 Cafeterias serving 26,897,-
485 people

325 Camps attended by 114,777
girls

Then avail yourself of the con-
vention service

Free to Advertisers in the

WOMANS PRESS

The official national magazine of the
Y. W. C. A.

Your Advertisement

in the *Convention Number* will
place your product before two
sets of buyers:

1—4,000 buyers of foods, building
equipment and supplies, furnish-
ings for 690 Y. W. C. A.'s, with
cafeterias, club rooms, gymnasi-
ums, classrooms and bedrooms.

2—600,000 individual members who
are buyers of general consumer's
products.

Our advertising contract includes serv-
ices which put you or your salesman
in personal touch with the entire
Y. W. C. A. market.

For a complete plan of services to
fit your particular product, write

Clara Janouch, Advertising Manager

The Womans Press

600 Lexington Ave.
New York City

J. H. Waters, President of National Radiator

Reversing the usual procedure, John
H. Waters, chairman of the board of
the National Radiator Corporation,
has been elected president to succeed
Grant Pierce, retired.

Charles L. Crouse, who has been vice-
president and was for many years as-
sistant general sales manager, is now
general sales manager of the company,
executive headquarters of which will
be moved soon from New York City
to Johnstown, Pennsylvania.

Furniture Combine

Plans \$1,000,000

Promotion Effort

A \$1,000,000 newspaper campaign
will be launched by two retail furni-
ture associations which combined their
strength of \$20,000,000 this week at
the American Furniture Mart, Chi-
cago, where the semi-annual exposi-
tion is in progress.

The Furniture Associates, Inc., of
Charlotte, North Carolina, made up of
twenty-three retail stores, and the
Century Furniture Associates of Oil
City, Pennsylvania, which includes
twenty stores, announced the merger
following a meeting of directors of
both associations. Hugh A. Murrill
was elected president of the combina-
tion, which will maintain headquarters
in Charlotte, with a buying office in
Chicago.

Stores in the combined system ex-
tend from the Atlantic coast as far
west as Texas. Each of the forty-
three stores in the merger will hold
stock in the central corporation.

Four-fifths of Jewelers

Prospered Last Year

More than 78 per cent of jewelers
replying to a questionnaire of the Na-
tional Jewelers' Publicity Association,
Newark, indicated that their business
in 1929 was "as good or better" than
the previous year. Sixty per cent said
their December business was as good
or better.

Eighty-five per cent indicated their
prospects for this year to be "excel-
lent" and only 8 per cent expressed
definite pessimism.

Appoints Newell-Emmett

C. A. Best, sales manager of the American
Austin Car Company, Detroit, announces
the formal appointment of Newell-Emmett
Company, New York, as advertising
counsel.

Ryan Will Open Sales Agencies in Each City of More Than 10,000

Selling agencies in every city of more
than 10,000 population is the 1930
goal of the Ryan plane division of the
Detroit Aircraft Corporation. This is
the most aggressive step in selling
taken by the aircraft industry, accord-
ing to company officials.

A number of automobile sales com-
panies have already been granted Ryan
franchises and officials of the company
are making a tour of the company in
search of reliable dealers.

A demonstrator will be available in
all of the large cities, and planes will
be ready for immediate delivery. A
factory demonstrator will cover a cir-
cuit of smaller towns, cooperating
with local dealers.

The time payment plan will be a part
of the program.

That the selling of airplanes must be
emphasized as aggressively as the pro-
duction and engineering processes is
a fixed policy of the Detroit company,
which believes that every individual of
more than \$25,000 yearly income is a
potential airplane prospect.

United Drug Plans More Advertising

Considerable increase in its newspaper
program is planned by the United
Drug Company for its 1930 campaign,
which will include newspapers from
coast to coast beginning in February.
The advertising campaign of 1929 was
concentrated largely on Rexall Order-
lies, one of the better known products
of the company. The lines for this
year have not yet been determined.
The current magazine campaign of the
company, which began last October,
will continue.

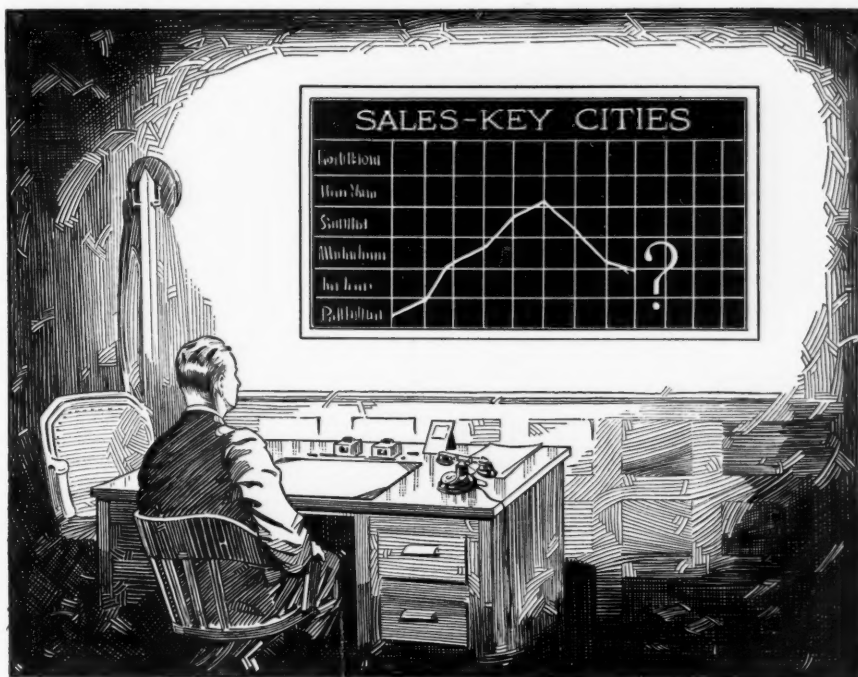
Street & Finney, Inc., New York, is
directing.

Mello-Glo to Advertise in 1,100 Newspapers

Eleven hundred newspapers will be
used this year by the Mello-Glo Com-
pany, Boston, in a new campaign for
its Mello-Glo face powder—advertis-
ements in twenty-four line "reading
matter" style being scheduled. Larger
space is planned in trading centers.
The schedule calls for insertions the
first three weeks of every month for
the coming year, except January, Au-
gust and December. An extensive
magazine campaign will also be con-
tinued.

Gossip

J. W. MILLARD, chief business specialist of the Domestic Commerce Division of the Department of Commerce, has become director of research of Erwin, Wasey & Company, New York. . . . GORDON W. KINGSBURY, at one time advertising manager of the Kelvinator Corporation and of the Diamond Crystal Salt Company, and more recently with the institutional advertising staff of General Motors Corporation, has joined Young & Rubicam, Inc., New York, where he will be engaged in contact work on General Foods accounts. . . . J. A. MACLAREN, for four years vice-president of Campbell-Ewald Limited, Toronto, and BRADLEY WALKER, for six years with the Campbell-Ewald Company, have been appointed, respectively, general manager and vice-president and director of Campbell-Ewald, Ltd. MANFRED DARMSTADTER has become a member of the plan board of the company at Detroit. Until recently he was creative director for Advertisers, Inc., there, and formerly with Williams & Cunyngnam, Chicago, and the Gardner Advertising Company, Inc., New York, in similar positions. . . . LUCIEN KING and JULIAN M. SNYDER have joined Erwin, Wasey & Company as account executives. Mr. King, for fourteen years advertising manager of the Goodyear Tire & Rubber Company, will be in the New York office, and Mr. Snyder, formerly with the Daniel E. Paris Company, Boston, at London. . . . FRED GRANVILLE JONES is now on the staff of Hurja, Chase & Hooker, Inc., Chicago agency. He has been copy writer in the catalogue and advertising department of Butler Brothers and in the retail store advertising department of Sears, Roebuck & Company, both of that city. . . . HAROLD A. LEBAIR, a partner in the firm of Sherman & Lebar for many years, has become vice-president of the Arthur Hirshon Company, Inc., New York. . . . FREDERICK A. GODDARD is now an account executive with Charles Austin Bates, Inc., New York. He was formerly vice-president of the Sterling Tire Company and for the past three years an account executive with the General Outdoor Advertising Company. . . . JAMES C. DAVIS, until recently with the New York office of Batten, Barton, Durstine & Osborn, Inc., has joined the Boston office of Doremus & Company as an account executive. . . . ELMER J. JANTZ, formerly in charge of Goodyear production at the Electrograph Company, Detroit, has been appointed assistant to the president, J. W. O'MEARA, of the Dealer Advertising Corporation of America, Inc., there. . . . LAWRENCE G. BAILEY, at one time a member of the advertising and publicity department of the New York Telephone Company and more recently doing free-lance advertising and publicity in the East, is now on the copy staff of the Porter Corporation, Boston. . . . DAVID E. RITCHIE has been elected secretary of Heaton-Paschall, Inc., Chicago. . . . ZENN KAUFMAN, who had been with the Collegiate Special Advertising Agency, New York, has been appointed to the merchandising counsel and research department of the United Advertising Agency, Inc., there.



When Metropolitan Markets Weaken . . . then what?

UNPRECEDENTED industrial activity (and its resulting prosperity) in urban centers these last few years has encouraged many marketing executives to place all of their eggs in a few metropolitan baskets.

Lurking behind that sort of strategy is the danger that some one may jiggle the baskets. Supposing one or two Big City markets weaken on you in 1930, where will your sales quotas be?

On the other hand, consider **SMALL TOWN AMERICA**, home of one-third of the nation's families. Here is a market more stable than any metropolis, because its prosperity is assured by diversified sources of family income, far-flung beyond the limits of a single county or borough.

For example, GRIT'S one and three-quarter million readers, located in 12,000 small towns, are mostly above the national average in buying power. Three out of four GRIT family heads are merchants, professional men, executives, salesmen, skilled workers, etc. Hardly one in four is a domestic, clerk, or unskilled laborer.

69% of GRIT families own their homes and possess at least one automobile; 79% have savings accounts; 50% use charge accounts at local stores.

Keen merchandisers will cultivate this tremendous market in 1930. It may represent the difference between red sales figures and black, along about next December.

Ask the nearest GRIT representative for the complete story of **SMALL TOWN AMERICA**.



Advertising Representatives:

THE JOHN BUDD CO., New York - Chicago - St. Louis

"If it won't pay in GRIT . . . it won't pay anywhere"

Published monthly, supplemented with bulletins and covers daily newspapers, farm papers, general magazines, business papers, and Radio Broadcast Stations

To select the proper advertising mediums, you need

STANDARD RATE & DATA SERVICE

IT GIVES up-to-the-minute information on rates, discounts, color and cover charges, special positions, classified advertising and reading notices, closing dates, page and column sizes—and circulations on publications in the United States and Canada.

Complete information on Radio Broadcasting rates is also given.

—USE THIS COUPON!—

Special 30-Day Approval

Order

..... 192....

Standard Rate & Data Service,
536 Lake Shore Drive,
Chicago, Illinois.

You may send us—prepaid—the current number of Standard Rate & Data Service including the Radio Section, with all bulletins since it was issued, which we are to have the privilege of using 30 days.

If we are not convinced of the value of the Service at the end of that time, we shall return the issue and our obligation is ended. Otherwise, you may consider us subscribers and send a revised copy each month for one year. It is to be maintained by bulletins issued every other day, and we understand the cost is \$30.00 per year (Canada and Foreign, \$35.00).

Firm Name

Street Address

City

State

Individual Signing Order.....

Official Position

Lipton Plans Its First Magazine Program

Thomas Lipton, Inc., Hoboken, which has built up its business in this country primarily through the use of newspapers, will launch soon its first magazine advertising campaign, involving an appropriation of \$250,000, in full-page color space in a half-dozen magazines. The list has not yet been fully determined.

The newspaper campaign, on which the company is now spending \$250,000, will continue. William H. Rankin Company, New York City, is in charge.

E. R. Crowe Will Launch Advertising Magazine

Advertisers and Advertising Agents, a semi-monthly magazine, will be launched March 1 by E. R. Crowe & Company for a "small group of selected advertising men, representing practically all those actively engaged in advertising work on a scale large enough to command consideration as serious factors in the work of national distribution."

Kenneth M. Goode, vice-president of E. R. Crowe & Company, will be editor, and Harr F. Ranney, managing editor.

Santry, Sales Executive, Heads Combustion

J. V. Santry, who two years ago left his post as president of the Combustion Engineering Corporation, returns to that position through his appointment by Wilfred R. Wood, and the Irving Trust Company, receivers for the company. He succeeds Col. H. D. Savage, who is assisting the receivers. Mr. Santry became identified with the engineering organization shortly after its inception in 1914, first as director and vice-president in charge of sales and later as president.

Proctor & Schwartz Move

The Proctor & Schwartz Electric Company, electric appliance manufacturer, has moved into a new addition of the factory of Proctor & Schwartz, Inc., its parent company, at Seventh and Tabor Road, Philadelphia. The Cleveland factory has been taken over by the Liberty Gauge & Instrument Company.

Appoint Devine-Tenney

The *Daily Journal*, Lorain, Ohio, has appointed the Devine-Tenney Corporation, New York, Chicago and Des Moines, as its national advertising representative, effective February 1.

Collins & Aikman Introduce New Type Carpets

Collins & Aikman Corporation, New York City, makers of Cavelle automotive upholstery, will enter the floor-covering field soon with a new type of carpet which will have a specially processed rubberized backing, which is said to make for unusual softness. The new feature, explained W. M. Stedman, sales manager, consists of broad bands of adhesive tape which hold the strips of carpet firmly together without sewing—thus providing a seamless effect. Distribution will be through regular trade channels. An advertising campaign, through N. W. Ayer & Son, will be launched soon.

Levis Named President of Owens-Illinois

William E. Levis, formerly vice-president, was named president, general manager and chairman of the executive committee of the Owens-Illinois Glass Company at a directors' meeting early this week. Mr. Levis is the third generation of his family who has been identified with the glass industry in the United States.

He succeeds William H. Boshart, who retired because of ill health. Company headquarters are in Toledo, but the corporation maintains twelve factories at strategic points in the country.

Directs Sales Promotion for Master Lock

Robert L. Sherman has become sales promotion manager of the Master Lock Company, Milwaukee—succeeding Charles G. Crabb, who has become Eastern manager of the company at New York.

Mr. Sherman is a former executive manager of the Milwaukee Association of Commerce Convention Bureau. More recently he has been director of the business development department of the Schroeder Hotel chain in the Middle West.

G. E. Moves in Philadelphia

The Atlantic district sales and service departments of the General Electric Company, at Philadelphia, have been moved from the Witherspoon Building. The sales and engineering departments are now in the Mitten Building, at Broad and Locust Streets, the service department, together with the warehousing units and the service shop, in the General Electric Building, at 429 North Seventh Street.

Account Changes

CONSOLIDATED AUTOMATIC MERCHANDISING CORPORATION (CAMCO), New York, operators and distributors of Peerless weighing machines, sanitary postage stamp machines, etc., to United Advertising Agency of that city.

COMMANDER-LARABEE CORPORATION, Minneapolis, flour milling, to Batten, Barton, Durstine & Osborn Corporation, Chicago.

STERLING MOTOR TRUCK COMPANY, Milwaukee, motor trucks; NORTHERN CONVEYOR & MANUFACTURING COMPANY, Janesville, Wisconsin, underground and overground conveyors; and ENGER-KRESS COMPANY, West Bend, Wisconsin, leather purses and pocket cases, to the Cramer-Krasselt Company of Milwaukee.

HOLLINGSWORTH & WHITNEY COMPANY, Boston, Hollingsworth Basic Bond and other papers, to The Porter Corporation of that city. Trade and national magazines.

THREE-MINUTE CEREALS COMPANY, Cedar Rapids, Iowa, Three-Minute Oat Flakes, Hominy Grits and Bran and Wheat Flakes, to Beecher-Cale-Maxwell, Inc., St. Louis. Color campaign in women's magazines.

EDWIN F. GUTH COMPANY, St. Louis, Guth Fan, Brascolite, Guthlite and other lighting equipment, to Beecher-Cale-Maxwell, Inc., there.

WILSON-WESTERN SPORTING GOODS COMPANY, Chicago, to the Wales Advertising Company, Inc., New York. Magazines and newspapers.

CHAMBERLAIN LABORATORIES, Des Moines, Iowa, Chamberlain's Lotion and other preparations retailed through drug stores, to Arthur Towell, Inc., Madison, Wisconsin.

THE FRANC STROHMENGER COMPANY, Resilio men's cravats; and HENRY GLASS & COMPANY, Peter Pan wash fabrics, both of New York City, to the Arthur Hirshon Company, Inc., there.

SILMO CHEMICAL COMPANY, INC., Vineland, New Jersey, anti-ricketic liquid for poultry, etc., to Jerome B. Gray, Advertising, Philadelphia. Trade papers and direct mail.

THE FELTERS COMPANY, felt; SENTRY PRODUCTS COMPANY, Anti-Moth containers; WINTHROP FURNITURE COMPANY, reproductions of colonial furniture; COLT SHOE COMPANY; and the BOSTON WHIPPET KNIGHT CORPORATION, New England dealers for Willys-Knight and Whippet cars, all of Boston, to Nelson, Duncan & Harlow, there. Trade journals and direct mail for Felters; newspapers and direct mail for Sentry; magazines and direct mail for Winthrop; newspapers and radio for the Colt company, and newspapers for Whippet Knight.

Here is a PROVED IDEA In Sales Encouragement

THE BACKBONE of any *Prizes-for-Orders* sales plan is the LIST OF PRIZES.

As one manufacturer stated it: "We feel sure that by reason of the quality and variety of the prizes, the catalog you have provided for us will tend to stimulate much additional interest in the contest." Results proved that he was right.

Another wrote: "We are very much pleased to have the catalogs as they are a considerable aid to us in stimulating interest in the campaign." And another: "The contest last year produced a splendid business and much appreciation was expressed by our salesmen over the merchandise prizes they received from you."

In preparing our 1930 Catalog of Prizes we checked against thousands of orders we filled last year for salesmen's prizes. Items not frequently chosen were dropped. Popular items were retained. Attractive new items have been added. Our present list of Prizes is a fair indication of salesmen's preferences. A sample copy of this Catalog of Prizes will show you the things that encourage salesmen to do extra selling.

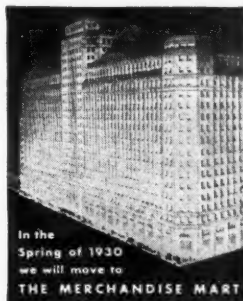
No obligation in asking for our 1930 Catalog of Prizes. It will be mailed to you. If you want suggestions about Sales Contests please use the Data Coupon.

MARSHALL FIELD & COMPANY

Wholesale • CHICAGO

SALES CONTEST SERVICE

DATA COUPON



No. of Salesmen _____ or Women _____
Men _____
Product Sold _____
Our Firm Name _____
Address _____
Town _____



Do You Need a National Personnel Service?

A Sales Manager who had listened very courteously to our reasons why he should use our personnel service finally interrupted to say, "Fletcher, there is no question in the mind of any sales manager about this man problem. We all know that our salaries depend upon the results we produce, and these results are produced by salesmen. I will tell you my problem, and then you tell me whether or not you can help me and, if so, why. If you can produce what we need, you will find in me a friend for life."

Fletcher's really is a national personnel service. It does not cost much to try it out. We have produced results for many of the largest corporations in America, and we can help you if your proposition is sound. Why not write us about it today?

If you want a better job, send today for our 90-page booklet "To Him That Hath—". It is a sound investment.

WILLIAM L. FLETCHER, INC.
Personnel Managers and Counselors
8 Newbury Street, Suite 977
BOSTON, MASSACHUSETTS

5 KEY Markets In Texas

Dallas San Antonio
Fort Worth Houston
Beaumont

A Department of Commerce survey of Beaumont Trade Territory conclusively proves it to be the Fifth Market in Texas and the Third Market for Louisiana.

No campaign will be complete without the

**BEAUMONT ENTERPRISE
AND
THE BEAUMONT JOURNAL**

Home delivered throughout Southeast Texas and Southwest Louisiana

"Ask BECKWITH, He Knows"

Kayser Gives \$5,000 in Retail Store Copy Contest

For the best newspaper advertisements featuring the regular line of Kayser Hosiery, Julius Kayser & Company, New York, is offering retail stores prizes totaling \$5,000.

To be eligible for consideration, each advertisement must have appeared in a newspaper between the dates of March 1 and May 1, 1930.

The contest is divided among three groups — one-eighth page, quarter page, and larger space. First prize in each of these groups will be, respectively, \$500, \$1,000, and \$1,500.

Prizes will go to the winning stores, to be given by them to an individual or fund.

Judges will be announced soon by Miss Grace Walton, advertising manager of the company.

Liggett Chain Restores 15-Cent Cigarettes

With the restoration of lower-priced cigarettes to the fifteen-cent level by L. K. Liggett this week, it is assumed that the cigarette price war which has been waged since last October has come to an end. Liggett stores have been selling at a slightly lower price than other chains since early in December.

"We are raising the prices back to the normal level as a good business move and one which will help stabilize the industry," declared Charles McCullem, vice-president of the drug chain.

Rankin and Brisacher Agencies Affiliate

Federation of the William H. Rankin Company, advertising agency of New York and Chicago, and Emil Brisacher & Staff, of San Francisco, Portland and Los Angeles, was announced this week by William H. Rankin and Emil Brisacher. George D. Smith, of the New York Rankin office, and William S. Nordburg, of the Chicago Rankin staff, were named vice-presidents of the Brisacher organization, while M. D. Jacobs, San Francisco, and H. J. Davis, Los Angeles, of the Brisacher staff, were appointed vice-presidents of Rankin.

Harvey C. Kendall has been appointed business manager of the *Rotarian*, Chicago, official publication of Rotary International. Mr. Kendall will have charge of advertising.

Start to Raise Funds for Credit Campaign; Advertising Soon

Funds for a \$7,000,000 three-year campaign for the National Association of Credit Men, announced recently in *SALES MANAGEMENT*, are now being raised by Nelson Chesman & Company, advertising agency of St. Louis, among the local organizations and associations of the national body, it has been announced by Justin H. Edgerton of the Hahn Department Stores, Inc., New York, president.

Magazines, newspapers and educational advertising will share equally in expenditure of the appropriation, it has been announced. The campaign will be launched as soon as the funds are available and is already being formulated.

Outdoor advertising and radio will also figure in the campaign, Mr. Edgerton said. Playlets dealing with credit problems will be a feature of the radio programs.

Retail turnover can be greatly stimulated and production schedules of manufacturers accelerated by the wider and more sensible use of credit which the campaign is designed to bring about, he said.

"Potential purchasing power of immense volume remains virtually untapped that could be profitably and safely developed by proper utilization of the credit facilities open to retail customers," Mr. Edgerton continued. "Realization that this must be brought home directly to the consumers themselves has been steadily growing.

"As credit men we feel that educational work to develop these inherent possibilities is a vital need and in recent conferences on plans for the campaign the greatest stress has been placed on their educational scope. When developed in final form, the campaign, we believe, will rank as one of the most comprehensive ever undertaken in the retail credit field, marking an advanced milestone in constructive endeavors of this kind.

"The plans are being carefully prepared to develop the full support and cooperation of retail credit bodies and executives. It will probably be several weeks before the final plans are presented to our officers. Once approved, the work will be launched by initial surveys in at least ten prominent cities. "The scope of the undertaking has been considerably enlarged as compared with the plan as tentatively announced last month. A series of new slogans is being devised to carry outstanding credit messages to consumers."

Survey of Surveys

(Continued from page 94)

10 issue of *Trends and Indications*. Dorrance, Sullivan & Co., Inc., 130 West 42nd St., New York. (Free.)

Analysis of Production of Worsted Sales Yarn. The study is based on data supplied by spinners owning 90 per cent of the active sales yarn spindles in the United States. Among other subjects considered are (1) changes in the equipment of the industry, (2) annual production of Bradford yarn, (3) current situation of Bradford yarn industry, (4) annual production of French yarn, (5) current situation in French yarn industry. University of Pennsylvania Press, 3438 Walnut St., Philadelphia. 116 pages. (\$2.50.)

Life Expectancy of Buffalo Drug, Hardware, Shoe and Grocery Stores Compared Over a Ten-Year Period. Reproduced in December 16 issue of *Domestic Commerce* from "Retail Trade Mortality" through courtesy of the Bureau of Business and Social Research of the University of Buffalo.

Dealer Profits on Ice Cream. A survey to determine whether druggists were losing money on the sale of "carry-out" ice cream packed in the store. Bureau of Business Research, Boston University, 525 Boylston St., Boston. 51 pages.

Progress in Automotive Wholesale Distribution. A report containing up-to-date facts concerning problems confronting manufacturers distributing through automotive wholesaling outlets. Chilton Class Journal Co., 56th and Chestnut Sts., Philadelphia. 52 pages.

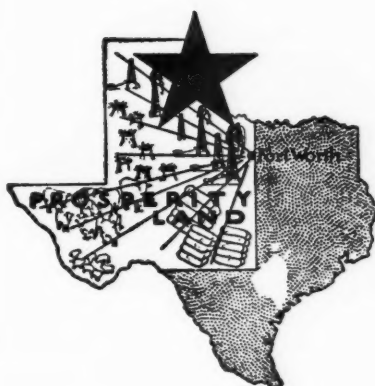
Cement and Concrete, a General Reference Book, 1929. A booklet of information on the cement industry; its manufacture, uses of the product in concrete and highways and related data. Portland Cement Assn., 33 West Grand Ave., Chicago. 64 pages.

Women in Gainful Occupation, 1870 to 1920. A study of the trend of recent changes in the numbers, occupational distribution and family relationship of women reported in the census as following gainful occupations. U. S. Dept. of Commerce, Bureau of Census. Obtainable through Government Printing Office, Washington, D. C. 416 pages. (\$1.50.)

Handbook of Labor Statistics, 1929 Edition. The second handbook of the Bureau of Labor Statistics, which supplements one published in 1927. These two books bring together in convenient form digests of the material published by the bureau up to the close of 1928. Bulletin No. 491, U. S. Department of Labor, Bureau of Labor Statistics. Obtainable through Government Printing Office, Washington, D. C. 914 pages. (\$1.00.)

Planning for Speeding Up Turnover. A survey presenting procedure for planning, in its broad outlines, a year's or a season's sales campaign. (First of a series of reports, 1929.) Bigelow-Hartford Carpet Co., 385 Madison Ave., New York. 30 pages.

These Merchandising Changes. An outline of the important changes in merchandising processes during the last fifty years and the part played by national magazines in aiding the manufacturers to meet the new methods. Crowell Publishing Company, 250 Park Ave., New York. 44 pages. (Free.)



Construction and Building Program for FORT WORTH AND TARRANT COUNTY 1930

\$ 2,700,000.00	Highway Construction
6,500,000.00	Water Conservation program
10,000,000.00	Railway passenger station and freight terminals
1,200,000.00	Municipal improvements such as street widening, airport improvement, etc.
5,650,000.00	Office Buildings and Churches
1,400,000.00	New Federal Building
1,000,000.00	Masonic Temple
1,750,000.00	Public Utilities expansion program
500,000.00	Miscellaneous Industrial projects
\$30,700,000.00	

A \$30,700,000.00 CAKE

Cut yourself a slice!

Now Over
125,000

Net Paid Circulation
Daily or Sunday

This construction program is for the City of Fort Worth and Tarrant County alone . . . and includes only those projects already announced—a \$30,700,000.00 cake in a land where prosperity makes its home. Are you going to get your share? Have you included the FORT WORTH STAR-TELEGRAM and RECORD-TELEGRAM in your 1930 list?

It's a "ten to one buy" for the advertiser's dollar. Send your message into more than 125,000 of the best homes in West Texas . . . subscribers obtained without the aid of contests, premiums or other forced methods . . . subscribers in 1100 West Texas towns where buying power per capita is \$200 greater than the national average.

FORT WORTH STAR-TELEGRAM Fort Worth Record-Telegram

AMON G. CARTER
President and Publisher

A. L. SHUMAN
Vice-President and Adv. Director

Charter Member, Audit Bureau of Circulations

Editorials

VOLUME FOR NOTHING: Why are the New England cotton mills not prospering now that their finer products have received the seal of fashion's approval, the most effective of all spurs to large demand? The answer is to be found in the following story told by the Boston News Bureau: A mill owner made dimity at a cost of twenty cents a yard. He sold it to a converter at twenty-one cents a yard. The converter dressed it up and passed it on to a clothing manufacturer for seventy-two cents a yard. The next time the mill owner saw it the price was \$100 for about five yards done up in a dress displayed in a Fifth Avenue window. Every one concerned in the progress of the cloth to the ultimate consumer had fared well except the mill owner, who was probably out of pocket as a result of his sale. . . . There could be no better illustration of profitless volume. The Department of Commerce assisted by private agencies has been doing everything possible to increase demand for cotton by seeking out new uses for it and encouraging public interest in cotton fabrics. One of the results of these activities is the revived popularity of fine cotton goods. Yet the fine cotton goods mills have just completed one of the poorest years in their history because of their failure to measure up to their opportunities. Other industries which are troubled by unnecessarily large plant capacity have found means to check overproduction so as to keep their operations on a money-making basis. The New England cotton mill owners have suffered unduly because, in the language of the bureau, "as a class they are bereft of even elementary merchandising ability." Selling their output at a loss, even though it may expand sales, does not help the cotton grower any more than it helps the mills, for as long as the farmer has no better market than unprosperous mills his case will remain precarious. If there is any place in American industry that needs the sort of stabilization which the Washington conferences have been discussing it is among the cotton mills.

FORD INSIDE THE TARIFF BARRIERS: There is something gravely fantastic about the jangled tariff duet between this country and France with an obbligato on the theme of Ford factories in Europe by the League of Nations labor bureau. We are determined to protect American labor at all costs, if we may rely on the Senate debates. France is equally set for the moment on safeguarding French automobile factories against cars made in other countries. And if she succeeds it is taken for

granted that other French industries will ask for the same bulwark, and that other industrial countries will follow the French example. But although our new ambassador to France has taken up the cudgels in behalf of American cars with characteristic energy, cables from Paris tell us of nothing but the grief of French tradesmen at what is threatened. They figure that while exclusion of American cars might give employment to 3,875 more French workmen, people who make a business of trading in American cars in France would be thrown out of employment to the number of 11,375. At the same time \$75,000,000 worth of American cars in France, owned largely by peasant farmers, would rapidly become useless because of lack of replacement parts at reasonable prices. And, worst of all, French manufacturers, lacking the spur of competition, would soon lose all motive for making better and cheaper cars. Arguments of this sort are familiar enough among importing interests in this country, but Americans have not been persuaded by them to change their tariff policy. How they will affect the practical French mind is a question of no small interest to American manufacturers. . . . Ford meanwhile is hiring French workmen at wages rarely paid in France to assemble cars for French markets, and is doing the same sort of thing in England, Ireland, Germany, Italy, Spain and Sweden. To him tariff walls are good wherever they are put up as long as he is on the inside.

SPECIALIZATION IN ADVERTISING: National advertisers are showing an increasing disposition to select media for the relevancy of their contents to the goods and services offered. In the magazine field this is obvious in the advertising pages of the publications devoted to women. It is even more conspicuous perhaps in periodicals that give their attention to beautification and comfort of the home and to social life. In the daily press the same tendency is apparent in the disproportionate favor shown to newspapers of distinctive character. . . . Specialization in sales promotion is prone to crop out with great emphasis whenever there is need of discrimination. It can be indulged in wisely, however, only when information is definite and complete, both as to market conditions and the tools to be used in dealing with them effectively. In too great particularization there is always the risk of losing profitable business whose metes and bounds are not clearly defined. Margins of safety are as necessary in merchandising as in engineering.

...if YOU

were doing Business from ST. LOUIS

IF YOU were doing business from St. Louis you would have at your command the Distribution Advantage of the fastest and most highly organized Package Car system in the world.

Package Cars from St. Louis — running on express schedules — eliminating rehandling, and loss-and-damage claims — reach practically every corner of the nation. They *dominate* merchandise distribution in the great Mid-West.

Here is the *only* Package Car system which shows exact performance of every car to bulk-break points, and which, by monthly records, shows actual merchandise delivery time at destination.

A system that provides, from St. Louis

- *—next morning delivery within a 300-mile radius
- second day delivery within 500 miles
- third day delivery within 700 miles
- fourth day delivery within 1000 miles

....Reaching 75% of all the people in the United States—by *freight*, mind you—in from 24 to 96 hours! Can you do that now?

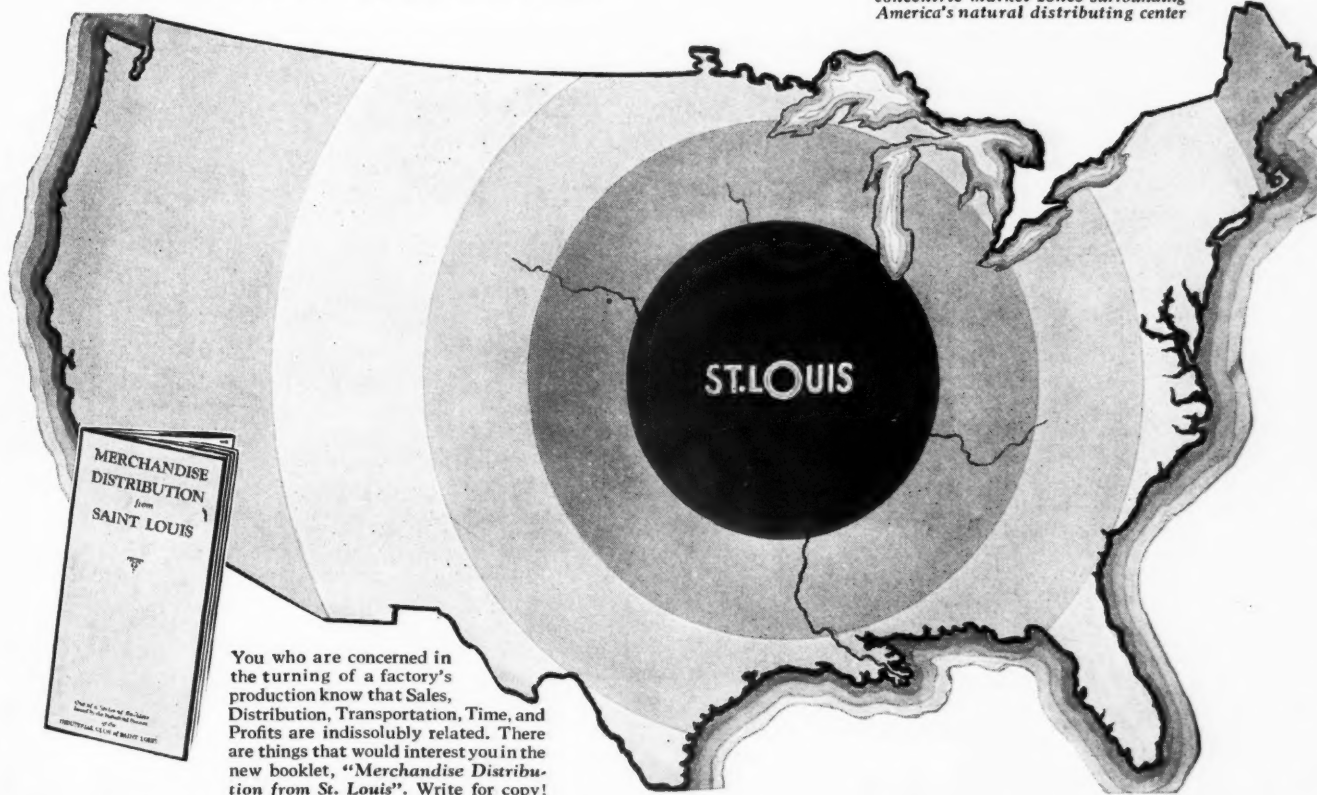
Can you profitably compete, especially in this Mid-West territory—the richest and fastest-growing in America—with those who do?

210,385 PACKAGE CARS LEFT ST. LOUIS DURING 1928.

Some went West (2,189 to California alone). Texas called for 20,058. Minnesota's orders required 1751. Florida sent for 1261. To New York State went 2560. To Massachusetts, 318. Exported to Old Mexico there rolled, on their own wheels, 873.

All these, and the many thousands of St. Louis Package Cars that served a nearer radius, brought St. Louis goods to waiting buyers. Buyers who knew, from long experience, that they could get better service out of centrally-located St. Louis, faster shipping schedules, lower freights.

*The circles on the map illustrate the concentric market zones surrounding America's natural distributing center



The Industrial Bureau of the Industrial Club of St. Louis
507 Locust Street . . . St. Louis, Mo.

REACHING THE BUYER IS HALF THE SALE



Single Units — Easily Seen

Major Products Advertised on Criterion Boards

Cloverbloom Butter
Borden's Evaporated & Condensed Milk
Ipana Tooth Paste
Carnation Milk
Coca-Cola
Hecker's Flour
Red Cross Plasters
Johnson & Johnson
Baby Powder
Sapolio
Camel Cigarettes
Reckitt's Blue
Green River
Snowdrift
Schlitz Malt Syrup
Ward's Bread and Cakes
CN Disinfectant
Wrigley's Gum
Werko Washing Powder
Mavis
Tolley's Cake
Majestic Radio
Old Master Coffee
Mail Pouch Tobacco
Dayton Tires
Mohawk Tires
Grape-Ola
St. Louis Globe-Democrat
Diamond Crystal Salt
Kinney Shoes
H. J. Heinz Products
Citrus Washing Powder and Soaps
Old Witch Ammonia
Victor Radio

WITH the exception of direct-mail, Criterion (3-sheet) Posters have less competition for attention than any other advertising.

The physical character of the corner walls to which they are attached prevents crowding. The page is always open to your advertisement on a Criterion board. Bright spots against a dull background.

No. 15 of a series, inviting attention to twenty unique features of Criterion National Neighborhood Posting. Criterion Service, Graybar Building, New York City.

CRITERION SERVICE

The Original and Only Uniform National Service of 3-sheet Neighborhood Posting

CRITERION SERVICE, GRAYBAR BUILDING, NEW YORK CITY
Please send us the portfolio advertised in Sales Management.



Company Name
Address
Attention of Title P

De Soto Sponsors Training Schools

(Continued from page 110)

sent the facts or at least make a bad impression.

The factory has no complete record of results, but executives are persuaded that it has been highly successful because the dealers who have sponsored such schools in their territory have been enthusiastic and others have been urgent in their requests for the course.

H. R. Lasley, a member of the sales development department who has been conducting such schools, knew of some immediate results. In one city, he said, he lined up forty-three associate salesmen one day at the conclusion of the course and the next day they turned in eight live prospects. In another city he knew of twenty-two live prospects having been reported by only eleven associate salesmen. At Oakland, where 136 graduates of the school enrolled as associate salesmen, eighteen certified prospects were turned in the night the school closed.

Dealers are allowed some leeway in handling and compensating such part-time salesmen. The factory recommends that they pay them \$10 for a new-car prospect and \$5 for a used-car prospect, provided the prospect buys.

Many automobile dealers offer owners much the same incentive to send in names of prospects, but of course these owners aren't given any sales training.

Dixon Crucible Extends Advertising Program

An aggressive advertising campaign, largely in industrial magazines, will be launched soon by the paint sales division of the Joseph Dixon Crucible Company, Jersey City, it was announced by Robert E. Mitchell, manager, at a recent national convention. Mr. Mitchell announced the campaign following the declaration that paint sales of the company had jumped 35 per cent in 1929.

Full-page space in publications aimed at every class of paint user and purchaser has been scheduled following a close analysis of advertising results for 1929. This campaign will be augmented by direct mail, to cover dealers, industrial customers and prospects.

Oral Hygiene Expands

Oral Hygiene Publications, through the recently incorporated Oral Hygiene International, Inc., will publish a monthly edition in Spanish to cover the Latin-American dental profession and trade.

How We Found a "Success Formula" for Our Dealers

(Continued from page 118)

and has come or sent a representative to the factory for the service course has made a sufficient investment to guarantee his good faith. Some might well buy more than two burners to start on, but it is considered better to let them start modestly and sell a few burners to test the proposition, then they will order in larger quantities of their own accord.

We published our first advertisement for dealers in December, 1929. Inquiries came in promptly and in great numbers, from all parts of the country. We are now acting on these with just one question in mind: Can they make money as Timken-Detroit dealers? If they can make money for themselves as our dealers, they will make money for us, hence it is necessary only to consider their prospects. If they cannot make money for themselves as our dealers, they will be a hindrance rather than a help to us, and, for our own sake, as well as theirs, we decline to grant them a franchise.

Business Editors Organize to Aid Hoover Program

At the request of Julius H. Barnes, chairman of the National Business Survey Conference, organized at the suggestion of President Hoover, G. D. Crain, Jr., president of the National Conference of Business Paper Editors, has appointed a committee among members of the conference to cooperate in the program.

The committee is headed by Norman G. Shidle of the Chilton Class Journal Company, Philadelphia, and comprises Samuel O. Dunn, *Railway Age*, Chicago; Dr. H. C. Parmelee, McGraw-Hill Publishing Company, New York City; Virgil Guthrie, *National Petroleum News*, Cleveland, and E. L. Shaner, *Iron Trade Review*, Cleveland.

Handles Chatillon Sales

The Tubize Artificial Silk Company of America has been appointed selling agents for the products of the Rome, Georgia, plant of the American Chatillon Corporation, which consists of an acetate process yarn to be marketed under the name Chacelon and a viscose process yarn to be known as Sunbeam and Sunmist.

Harry Monroe Dies

Harry L. Monroe, commercial vice-president of the General Electric Company, with headquarters in Chicago, died at Dallas, January 7, following a long illness. Mr. Monroe completed forty years of service with the firm in September, six months after his election to the vice-presidency.

Start Them Off Right In the New Year

WHY burden your jobbers, or the managers of your branch offices, during 1930, with the duties of receiving, stocking and delivering your goods? This can be done more efficiently and more economically by selected warehouses located in key cities, thus permitting jobbers and branch managers to devote more of their attention and energy to selling your merchandise. A list of high-grade modern warehouses follows:

ATLANTA.....SECURITY WAREHOUSE CO.
BATTLE CREEK TERMINAL WAREHOUSE CO.
BIRMINGHAM GOODMAN TRANSFER & WHSE. CO.
BOSTON.....QUINCY MARKET COLD STGE. & WHSE. CO.
CHICAGO.....CROOKS TERMINAL WAREHOUSES
CLEVELAND.....CLEVELAND STORAGE CO.
DALLAS.....INTERSTATE FIREPROOF STGE. & TRFR. CO.
DENVERKENNICOTT-PATTERSON WHSE. CORP.
DETROIT.....GREAT LAKES TERMINAL WHSE. CO.
HOUSTON.....HOUSTON CENTRAL WAREHOUSE CO.
KANSAS CITY....CROOKS TERMINAL WAREHOUSES
LOS ANGELES...METROPOLITAN WAREHOUSE CO.
MINNEAPOLISSECURITY WAREHOUSE CO.
NEW ORLEANS .. DIETRICH & WILTZ, INC.
PHILADELPHIA .. BAILEY WAREHOUSES
SAN FRANCISCO OVERLAND FREIGHT TRANSFER CO.
TOLEDO.....GREAT LAKES TERMINAL WHSE. CO.
WICHITA.....BROKERS OFFICE & WAREHOUSE CO.

Write our Chicago, New York or Kansas City offices regarding your distribution problems. Our counsel and co-operation does not obligate you in any way.

CROOKS TERMINAL WAREHOUSES

CHICAGO
417-437 West Harrison
Street

NEW YORK
Transportation
Building

KANSAS CITY
1100-1108 Union
Avenue

Liberal Loans on Staple Commodities

1930 EDITION



WITHIN the covers of this small book is contained a world of practical facts essential to you in everyday business. To obtain this information, outside of the Digest, you would have to refer to numerous authorities in many lines.

Hundreds of executives use it daily; would not be without this annual little encyclopedia of business. Every buying center in the U. S. and Canada is analyzed by population, car registration, industries, banks, retail outlets, etc. Of newspapers covering those markets, is given the rates, circulation, etc. It is indexed for quick, easy reference; compact, handy and up-to-the-hour.

Flexibly bound; gold-stamped and edged. Send \$2.00 now or order on approval with privilege of return.

CRITCHFIELD & COMPANY

Chicago New York Philadelphia Minneapolis
Los Angeles Oakland Portland Seattle

Lines Wanted for Central West

A successful Milwaukee organization offers a responsible manufacturer or distributor excellent representation in Wisconsin and adjoining states, and offers these advantages:

- 1—Proven merchandising ability
- 2—A well-trained sales organization
- 3—Warehouse and forwarding service
- 4—Financial responsibility

Our client invites correspondence with companies desiring a manufacturer's agent, or organization in this territory. Convincing references furnished. Correspondence confidential.

Address

KLAU-VAN PIETERSOM
DUNLAP-YOUNGGREEN
INCORPORATED

Advertising and Merchandising
Milwaukee, Wisconsin

Head Work Plus Foot Work Earns \$1500 a Month for This Salesman

(Continued from page 109)

ten or fifteen from the prospects' file and call them on the phone to keep in touch with them and to make appointments for personal calls. As a rule, this gives me as many prospects as I can use at the time, but if I run short, I can always dig a few more out of those five prospect files.

"I make definite appointments for personal calls, then I have another call or two on the list which I will make in case one of my appointments is canceled.

"I employ a chauffeur and find him indispensable. I don't have to waste time looking for parking space. Then while I'm using the telephone at my desk, I can send him out with a car to give a prospect a demonstration. I figure that he saves me nearly three days a week.

Chauffeurs Bring Business

"Speaking of chauffeurs reminds me that chauffeurs bring me a lot of business. We have a list of applicants for positions as chauffeurs. I keep acquainted with them, recommend them to owners who inquire for a chauffeur, then keep up my acquaintance with them thereafter. A chauffeur who has the confidence of his employer has considerable influence in the employer's selection of a new car.

"Some social activity is helpful, but that can be overdone. I drop in at the Detroit Athletic Club for lunch several days a week, during the season I swim on the club team, and I play in some of the club tournaments. I don't try to do any selling at the club, but I usually pick up a prospect or two there to be followed up at his office or home.

"I play golf one or two afternoons a week and always try to select valuable associates, although I don't make myself offensive by trying to do much selling on the links.

"These social contacts are just contacts. They are valuable because, other things being equal, one who has come to know me personally is more likely to give me the business when he is in the market for a car than he is to buy of some total stranger. They are not an opportunity to sell at the moment.

"I winter in the South, too. That isn't because I have become so high-toned; it's just good business. In the first place, business is dull here;

in the second place, I need a vacation (I don't take a vacation during the summer); and in the third place, my prospects are there, not here. I sold twelve cars to Detroiters in Miami last winter. I spent ten weeks in the South and mixed a little business with my recreation, then was here March 14, in time for the spring season.

"Selling used cars helps my income considerably, also. Most new car salesmen object to selling used cars, but I find this a valuable opportunity, in several respects. If a prospect is unable to buy a new Cadillac or LaSalle, he is a prospect for a used one. I have already done a great deal of work in trying to sell him a new car and if I give up then, that work is all wasted, at least for the time being. If I can sell him a used car, the commission will repay me for my work. If I have succeeded in leading him to want a Cadillac, it is then comparatively easy to convince him that a used Cadillac is preferable to a new car of some other make. Selling one to a prospect often results in making a valuable friend of him. Later he will probably buy a new Cadillac.

"There have been many months when I led the used car salesmen, as well as the new car men. I remember on one occasion my performance as a used car salesman was featured in a company house organ, in spite of the fact that I have never been a used car salesman as such. I've been so busy selling new cars this year that I haven't had much time to spend on used ones, yet I find that I have sold twenty-three used cars since I returned from the South seven months ago.

Earned \$2497.60 Bonus

"There is usually considerable prize money or bonus money in selling automobiles, too, and that all helps. During July and August of 1929 we were given a bonus on sales of a model being cleaned up and my bonus check amounted to just \$2,497.60. I had it photographed, by the way!

"Then we usually have a Christmas bonus and sales contests of one kind or another. In December, 1928, for example, we were assigned quotas and offered a bonus of \$25 a car if we reached our quotas, with an additional \$10 a car for all sales over our quotas. I earned about \$900 bonus money that month."

It should be pointed out, in this connection, that on such occasions Kelly's quota is higher than that of any other salesman connected with the branch, so this extra money isn't just so much "velvet" for him. He has to work as hard as anyone else to make his quota.

Kelly depends on his personal enthusiasm, ambition, confidence, intelligent application, and steady work to win success and that, obviously, is sufficient. He knows automobiles thoroughly, but he says he doesn't talk much about the mechanical features of a car. He talks performance, driving ease, appearance, and special features instead.

He now has a large clientele, making his work much easier, but he still has to keep finding prospects. In this he is aided by the fact that automobile owners gradually trade up, if they are able; one who owns an inexpensive car buys a medium-price one, then a higher-price one, and finally an expensive one. He has an eye on those who are driving cars of certain make and from time to time he inquires as to whether they are ready to buy one of the makes he has to sell.

Asked why other automobile salesmen, as a class, are not more successful, he gave the usual reply: "They won't work. They don't seem to care so long as they can make both ends meet, and a majority of them are able to do that because their wives are employed."

"I'm glad to say I've always had considerable ambition. I like to be a leader. Even now I don't feel right—I'm hard to get along with—if my name isn't at or near the top of the board."

Kelly agreed with prominent men in the automobile sales field who claim that even now there is a real opportunity for the automobile salesman who will only plan his work, then work his plan.

B. B. D. O. in Pittsburgh

Batten, Barton, Durstine & Osborn, Inc., has purchased the entire capital stock of Bissell & Land, Inc., advertising agency of Pittsburgh, and will operate it as a branch. The present personnel will be retained and augmented. John B. Bissell is vice-president and Leon D. Hansen in charge as manager.

Edition "Sells" Arizona

In a 228-page Midwinter Resource edition the Phoenix Republican presents an unusually vivid and comprehensive picture of the resources and the advantages of that state. Each of the twenty sections is headed by a full-page illustration of some scenic or commercial attraction of the state.



53rd YEAR

of Service
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Now in its 53rd year, the AMERICAN EXPORTER is steadily adding to its strength as the connecting link between American supply and overseas demand.

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AMERICAN EXPORTER

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By PERCIVAL WHITE

52 charts, diagrams, sample letters and questionnaires are given to show how market research work has been done by others, and to give the reader a plan of campaign for a survey of his own. This book will be particularly valuable to any sales executive who feels that his sales volume has not reached full potentialities; it shows how and where to get the needed facts, how to analyze them, how to use them profitably. 340 pages.

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NEW YORK CHICAGO SAN FRANCISCO
LOS ANGELES DETROIT

Seeks Car-Owner Prospects Through Non-Automotive Outlets

BY RUEL McDANIEL

DOWN in Georgia and adjoining states motorists drive to the corner drug store and buy lubricating oil for their cars. If there is no drug store convenient, then possibly there is a restaurant or a lunch counter in the neighborhood carrying the desired lubricant. Or, if neither is handy, the motorist may buy oil while being shaved.

Oddly enough, not only is it possible for motorists in these states to buy lubricating oils through these unusual channels, but a great many car owners actually are going to these outlets to buy motor oils, according to figures of the oil company originating this peculiar sales method.

About a year ago O. V. Holcomb, Atlanta, sold his independent oil business to a large Louisiana company. Not desiring to leave the industry with which he so long had been connected, Mr. Holcomb looked around to see where he might fit. The most logical place, he reasoned, was as distributor of lubricating oils.

Regular Outlets Closed

However, when he sought outlets for his new brand of oil, he found it difficult. Garages and filling station operators were not particularly interested for several reasons. First, many stations are owned outright or subsidized by large oil companies, and, second, it was difficult to show independent operators why they should feature a new, unknown brand of oil over lines nationally advertised already in stock.

At this point the Holcomb Oil Company, the name of the new firm, made a radical move. Representatives suddenly ceased asking garages and filling stations to carry Holcomb products; but went to the general manager of a drug chain and induced him to stock the oils, not actually but theoretically. After obtaining this initial retail outlet, the company began working other retail fields foreign to the automotive and petroleum industry. Today one should not be surprised to see Holcomb oil displayed in any sort of retail establishment, from a sandwich shop to a men's furnishings store.

"Our first requisite in selecting retail outlets is that the firm be sound financially," explains Mr. Holcomb, "the second is that the store or shop

remain open longer than the regular business hours. If a retail outlet comes up to these two requirements, emphatically the first named, it is a good outlet for us. We are not particular what sort of business it is."

The Holcomb Oil Company buys oil of certain specifications from a refiner and bottles it in its own plant in Atlanta. A quart bottle, especially designed and patented, is the only container used.

Every retail outlet carrying the oil has on display one or more sample bottles. These are in a special counter holder. The holder has a cut-out into which a bottle fits; and on its face are printed the name of the company, trade name of the lubricant and the price per gallon. The average unit of sale is eight quarts at \$1.50.

Cashier Sells Coupons

The display fixture and sample bottle are ordinarily near the cashier, who can talk to customers about the oil. When a prospect becomes interested he is sold coupons, ordinarily made up in sets of eight, each for one quart of oil and the service necessary at designated service stations in the city.

The company refers to a set of eight coupons as a "ticket." This is perforated not only so each coupon may be torn easily apart, but so that the eight units may be torn from the remaining half of the ticket, which serves primarily to list the name, address and incidental service data of the purchaser.

On the back of the ticket are listed service stations at which the motorist may exchange his coupons. He may buy eight quarts at once on a routine oil change, or he may purchase a quart at a time. The service station operator simply tears off one coupon for each quart of oil purchased.

If the customer prefers, he may have the oil delivered to his home, the delivery man taking up the coupons. There is no service charge, either for changing oil or delivering it to the door of the consumer.

Each ticket bears a serial number and each unit or coupon of the ticket carries the same number. This enables the company to prevent fraud in the issuing or using of tickets.

Druggists and other non-automotive outlets sell these oil tickets on commission.

Plus Value in Advertising— How We Draw Them Out

(Continued from page 105)

positions on quantities of 1,000 and 2,500 cigars.

Although we have found this system of discounts to be one of the most effective factors of our merchandising, in other lines it frequently degenerates into merely a roundabout method of cutting prices. There is just one way, according to our experience, to make it profitably effective for the manufacturer, and that is to record the important details of every transaction, and then check up to see that the dealer gives exactly that for which the discount is allowed him. Full cooperation of dealers in displaying advertised merchandise lowers the cost of distribution and increases the effectiveness of advertising. This cooperation has a definite value to the manufacturer, and we are convinced that the dealer should be remunerated for it; but demoralization follows throughout the distribution of a producer when he allows his salesmen and their customers to consider the proposition simply as an excuse for giving a little extra discount. The salesman's record strongly tends to prevent this demoralization and to secure the full benefit from the discounts.

Use Chiefly Newspapers

Advertising is closely related to all of our selling effort and takes a prominent place in our salesmen's record. In the case of the White Owl special drive, previously mentioned, our purpose was to procure adequate distribution on the brand in order to enhance the effectiveness of our advertising campaign on this number. We always plan to get the greatest possible benefit from our advertising, and our record system is the best indicator we have ever found to determine the point of distribution development which will yield us the most profitable return.

While we use some magazine space and find it profitable, the nature of our business and our methods of distribution lead us to devote most of our appropriation to newspaper advertising. We use the large dailies, and they have been an important factor in building up our volume.

Not only in preparing the field for an advertising campaign, but in determining results, the record is invaluable. It is a simple matter to check distribution for any part of a sales-

man's territory, any community or regional territory, or the country as a whole, from the records of the men. As an advertising campaign progresses, we have a running record of results from the same source, and from the results shown we are able to make any changes in the plan that appear to be necessary to procure more profitable returns.

Mechanics of the Record

It is unnecessary to explain our method of recording in detail, for the forms can be applied only to our own business. An analysis of the selling influences of any line or specialty will give the details necessary to record. Care should be taken to conserve the time of salesmen by including only those details which are important and have a direct bearing on sales. Then, the value of the record will depend on how carefully it is kept by the men, and their enthusiastic cooperation in keeping it will be won when they understand its value to them in developing all of the selling influences that increase their individual sales. We have spent a great deal of time and effort in thoroughly selling the record plan to our sales managers, supervisors and salesmen. But we do not represent the plan as being perfect, and from time to time we improve it. However, we do impress all members of our sales organizations with the fact that the success of the plan depends entirely on how well it is executed. In all sales work we find that it is vastly better to put about 100 per cent of intelligent, enthusiastic effort behind a 50 per cent plan, than it is to devise a 100 per cent plan and give it only about 50 per cent of the backing it should have.

The importance of our salesmen's record, and our system of display discounts which the record largely controls and makes effective, is clearly shown, I think, by the increase in our business. During the two years of our use of the system the increase in our total volume was approximately 18 per cent. The year of 1929 was the best year our company has ever had both in production and sales.

U. S. Daily Joins A. B. P.

The United States Daily has joined the Associated Business Papers, Inc.

Here's Jumbo

The super-size display binder



JUMBO is big enough to display a full newspaper page. Choose your own equipment—black cover-stock leaves for mounting ads, photographs, etc; or drawing paper for chalk talks. Folds flat for carrying. In stock, sheet size 19 x 25 inches; other sizes to order.

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HOTEL, CHICAGO
Under Blackstone Management

Sales Management Weekly Index to Motor Activity

(Average of years 1924-28, inclusive, equals 100)

Year 1929	Year 1928
Oct. 12 ... 124	Oct. 13 ... 142
Oct. 19 ... 123	Oct. 20 ... 140
Oct. 26 ... 116	Oct. 27 ... 137
Nov. 2 ... 108	Nov. 3 ... 132
Nov. 9 ... 103	Nov. 10 ... 127
Nov. 16 ... 103	Nov. 17 ... 130
Nov. 23 ... 100	Nov. 24 ... 133
Nov. 30 ... 98	Dec. 1 ... 134
Dec. 7 ... 104	Dec. 8 ... 132
Dec. 14 ... 109	Dec. 15 ... 132
Dec. 21 ... 112	Dec. 22 ... 127
Dec. 28 ... 114	Dec. 29 ... 121
Jan. 4 '30 ... 112	Jan. 5 '29 ... 103
Jan. 11 ... 114	Jan. 12 ... 138

The exact sources of data on which the SALES MANAGEMENT Weekly Index of Motor Activity is based cannot be completely explained or disclosed for the reason that much of the information used is obtained in confidence. The computation itself is entrusted to one of the leading economists and statisticians of the automotive industry.

The principal factor involved is that of factory consumption, the data being used along this line involving approximately 25 per cent of the total production of the motor car industry. Inasmuch as production of automobiles is adjusted to retail sales at relatively short intervals of time, this index really portrays to some extent the trend of motor car retail sales as well as of motor car production. The volume of business transacted by the automotive industry, including its tremendous consumption of many and varied types of products as glass, steel, paint, cotton, copper, etc., gives this index of motor activity much significance from the standpoint of the business of the country at large. The fact that it can be obtained weekly also contributes to making it one of the most valuable indices to general business conditions that have been thus far developed.

Sherwin-Williams Gets Lucas Paint Company

Sherwin-Williams Company of Cleveland has acquired John Lucas & Company, Inc., paint and varnish manufacturers, Philadelphia.

The Lucas organization will probably remain intact, with Ernest T. Trigg, now president, as president and general manager. Mr. Trigg will also become a director of the Sherwin-Williams Company, which is headed by George A. Martin.

Sales of Sherwin-Williams for the fiscal year ending August 31 were \$75,778,071, and the new acquisition will increase this volume by several million dollars.

The Lucas company was established in 1849; Sherwin-Williams is a successor to the business founded at Cleveland by H. A. Sherwin in 1866.

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display. Cash Basis Only. Remittance Must Accompany Order.

POSITION WANTED

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EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established twenty

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SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FOR our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nation-wide, running to \$100,000 monthly. 35 years salesmanship-in-print experience back of our campaigns. Submit Sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

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